

# The TOASTMASTER®

JULY 2004

**The Leader's Covenant:**  
Say it. Mean it. Do it!

**The Habit  
of Courage**  
Rx for Pre-Speech Jitters

**The Things People  
Say, and Say, and Say**

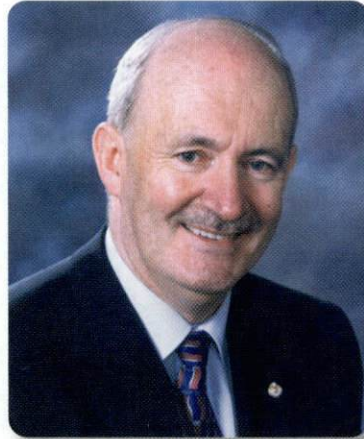


*'Must Have'*  
**LEADERSHIP SKILLS**  
*for the 21st Century*

# EQ and TI

*"Emotional intelligence refers to the capacity for recognizing our own feelings and those of others, for motivating ourselves, and for managing emotions well in ourselves and in our relationships."*

— DANIEL GOLEMAN —  
WORKING WITH EMOTIONAL INTELLIGENCE



Emotional intelligence, or EQ as it is called, is the "in" thing nowadays. Daniel Goleman, the aforementioned author, drew on his access to business leaders around the world, as well as on studies conducted in more than 500 organizations to reveal the skills that distinguish star performers in every field. From entry-level jobs to top executive positions, the single most important factor is not intelligence quotient (IQ), advanced degrees or technical expertise. It is emotional intelligence.

The good news is that while a person's IQ is fixed at an early age, we all can improve our EQ, at any stage of our lives! Goleman says our emotional competence can be developed by repeated practice over an extended period. In Toastmasters, we call it learning by doing.

In his book, *Working With Emotional Intelligence*, Goleman describes the competencies that enhance our levels of emotional intelligence. Under each personal and social competency, he sets out different areas we can concentrate on. What surprised me when I first read this book was how many of these are part of the Toastmasters program – competencies such as self-confidence, self-control, empathy and social skills. Taking social skills as an example – which Goleman describes as "adeptness at inducing desirable responses in others" – some of the key social skills we learn in Toastmasters are: influence, communication, leadership and team capabilities.

People who are excellent influencers, he says, are skilled at winning people over and giving presentations. In our C&L manual – in particular speeches No. 9 and 10 – this is what we practice!

Likewise, people who are effective communicators listen well, seek mutual understanding and fully welcome sharing information. Whether we are the person evaluating or being evaluated at a Toastmasters meeting, this is the competency we are developing.

As for leadership, people with this competence, according to Goleman, articulate and arouse enthusiasm for a shared vision and mission, step forward to lead as needed, regardless of position, and lead by example. If you hold any leadership position in Toastmasters, these are the skills you are developing. About 70,000 of us this month take up one leadership role or another. What a fantastic opportunity for personal growth this is!

The competencies you acquire in Toastmasters will in every case enhance your emotional intelligence and thus help you achieve your full potential and realize your dreams.

Ted Corcoran, DTM  
International President

# The TOASTMASTER

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#### The Toastmasters Vision:

Toastmasters International empowers people to achieve their full potential and realize their dreams. Through our member clubs, people throughout the world can improve their communication and leadership skills, and find the courage to change.

#### The Toastmasters Mission:

Toastmasters International is the leading movement devoted to making effective oral communication a worldwide reality.

Through its member clubs, Toastmasters International helps men and women learn the arts of speaking, listening and thinking – vital skills that promote self-actualization, enhance leadership potential, foster human understanding, and contribute to the betterment of mankind.

It is basic to this mission that Toastmasters International continually expand its worldwide network of clubs thereby offering ever-greater numbers of people the opportunity to benefit from its programs.

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## My First Magazine

I am not a good reader of books, novels or magazines, but when I received my first *Toastmaster* magazine (February 2004), I was eager to read it.

What was so special about it? Toastmasters connects people from all countries to one platform. They may not live in our area, but somewhere in the world they are all linked to Toastmasters International. Isn't that great?

The articles I liked most were "Never surrender to your platform fears" by Jason F. Quigley, a Canadian who describes his experience giving a contest speech in Japanese. Normally uttering a few words in a different language is common to anyone living on foreign soil, but to give a complete speech in a different language is an awesome task.

The other article I found interesting was "Avoid Alphabet Soup," where Philippa Anderson warns us of using too many acronyms.

I am eager to receive the next issue and hope every one of you feel the same way.

Bozan Bathusha • Serendib Club 2496 • Riyadh, Saudi Arabia

## Right-Wing Bias

In reference to Andrew B. Wilson's otherwise excellent article (Feb 2004) "In Defense of Rhetoric," I find he does his arguments a great disservice when he spends the second half of his article heaping praise on George W. Bush's rhetorical style with claims such as "no one has done more than Bush to demonstrate the value of the scripted word." *Publeeze!* Mr. Wilson acknowledges that Bush has probably not written a single word of his speeches, so then why go on to laud him so lavishly?

Without his team of speechwriters and minders, how would G.W. fare at a Toastmasters Table Topics session? When speaking impromptu, the man can barely string together a competent sentence. He's not exactly a poster

boy for Toastmasters, and I find it embarrassing that he is held up as such.

When I first read this article, I thought "OK, this is just one guy's view," but after receiving your magazine for almost a year now, I have witnessed what I consider a rather disturbing tendency. Again and again I see pictures of a grinning Bush, Reagan or other Republican figures as speaking role models. As a member of Toastmasters International, paying dues that go in part to publication of this magazine, I object to this partisan imbalance.

Sabina Sahni • Tanglin Club 4052 • Singapore

## PowerPointed To Death

About Eric Spellmann's article "PowerPoint: A Speaker's Friend and Enemy" (May): After graduating from university a few years ago my son said, "Dad, I've been PowerPointed to death." Quite frankly I share his opinion. PowerPoint does not and cannot make great speeches or presentations – people do. The most memorable speeches, the ones that hit my "hot button," were ones where pacing, projection, pathos and passion came into play. Great orators never use PowerPoint; they don't have to. Imagine Martin Luther King, Sir Winston Churchill or even George W. Bush pausing to refer to a PowerPoint slide. The very thought is ridiculous.

In Toastmasters we are encouraged to put the focus on the person speaking – not the technology. Maybe your article's sidebar should have read, "PowerPoint can be to the presenter what the handgun is to the crook."

Dave Maller • Foothills Club 3073  
Calgary, AB, Canada

## It's Time for an "International" Convention

It's time to put the "international" into Toastmasters International. Yes, fellow Toastmasters, it is time to hold the International Convention outside the North American continent. Even the Board of Directors is examining such a possibility ("Fired With Enthusiasm," May 2004).

So many happy, friendly Aussies are just waiting to say "G'day, mate" to delegates from all around the world. Toastmasters International, let's go "down under" for a future International Convention!

Joan Giuliani, DTM • Daisy Hill Club 346 • Brisbane, QLD, Australia

I read with interest the TI Board Report, "Fired with Enthusiasm" (May). I am planning to attend my second International Convention this year in Reno, and I will bring both my husband – a reluctant Toastmaster – and my eldest son, a non-Toastmaster. A long way from Australia, but well worth the effort! I was pleased to read that the Board is reviewing the possibility of holding the international convention outside North America. What a wonderful way to travel the world and be educated at the same time. Count us in!

Suzanne Spottiswood, DTM • Broadwater Club 6408  
Southport, QLD, Australia



**Toastmasters in the A.M. –  
My favorite elixir.**

## In Celebration of Morning Clubs

PEOPLE MARVEL WHEN I TELL THEM about my 7 a.m. Toastmasters meeting. Especially when they learn we serve no food or drink. Yet the meeting itself gives me all the sustenance I need for the rest of the day – even the rest of the week. Best yet, it's healthy for body, mind and spirit.

Many people have difficulty waking early and attending a Toastmasters meeting before beginning their workday. Whether as a result of staying up late the night before, driving kids to school, a long commute or just feeling tired in the morning, strangers shudder when I suggest they visit our 7 a.m. meeting. I too felt that way when I first learned of my morning club. But that all changed once I attended.

### Energize Your Day

You would think that getting up an hour earlier once a week would make me more tired, yet after participating in my club's one-hour meeting I hit the street energized. I feel a perceivable advantage over my sleepy-eyed colleagues when I arrive at my job. After all, I've already given a speech, listened, laughed and otherwise participated at my club's meeting.

### The Nourishing Power of Laughter

Experiencing fun, frolic and spontaneity in my club gives me an endorphin high. I relax and revel in the humor that derives from Table Topics, various funny asides and the unexpected that always occurs in our club. Best yet, the laughter is contagious. When others laugh, I do too. Dr. Smedley long



ago identified that we learn best during times of enjoyment.

### Meetings: A Pulse-Pumping Experience

Some people drink coffee in the morning to feel awake. I find attendance at my morning club increases my heart rate naturally. The excitement of giving a speech or evaluation, participating in Table Topics and dealing with the unexpected all get my blood flowing. When the meeting's finished, I'm "pumped" and ready to take on the world. Meetings give me energy, confidence and a desire to infectiously spread my enthusiasm.

### Success at Sun-up (or Earlier)

There's something powerful about starting your day with success. After participating in my Toastmasters meeting each week, I have tasted success. The speech well-delivered, the Table Topic handled with aplomb, the evaluation delivered cogently and confidently, the joke of the day delivered with élan – each bolsters me and sends me on

my way with satisfaction and a feeling of accomplishment.

### A.M. TM Lasts into the P.M.

You'd think that on mornings I awake early for Toastmasters I'd be dragging by day's end. Yet the opposite is true. On days I attend my morning club, I have energy to burn the rest of the day. The concentrated nourishment I receive in my one-hour club meeting carries me through to the wee hours that night. It's like having a fifth gear...an overdrive to access the rest of the day.

So don't mourn the loss of sleep in the morning, affirm the vitality that awaits you at your morning club. Mother was right, breakfast is the most important meal of the day. Nourish yourself with a morning club and you'll find that Toast(masters) in the morning translates into vitality all day. Try it; you'll like **T**

Professional Speaker **Craig Harrison's** Lakeview Club 2767 in Oakland, California, meets at 7 a.m. on Thursday mornings. Visit [www.ExpressionsOfExcellence.com](http://www.ExpressionsOfExcellence.com) for more insights from Craig.

# A Public Speaker's Guide to Online Copyright Issues

By Eric Spellmann

**Any work created after 1978 is protected for "the life of the author plus 70 years."**

The Internet is a sea of information. With today's search tools, you can find the information you need for your speech in seconds. However, once you've found that golden Web page, what can you do with it? Can you legally copy it into your own presentation or handouts?

By answering two questions, you'll have the answer. First, is the work copyrighted? If not, have at it! Copy all you want. If the work is copyrighted, you may still be able to copy it if your intent can be considered "fair use."

But wait, I'm getting ahead of myself. Let's start with the word *copyright*. Authors are given a mini-monopoly to reproduce, distribute, adapt, perform and display their work to encourage development of new work. In other words, they have the *right to copy* their own work. If this mini-monopoly interferes with the "general" production of more new work, however, limitations are placed on it.

One of these limitations is called "fair use." It gives scholars, researchers and authors permission to make limited use of another's work without asking permission. This limited use would include speeches, criticism, comment, news reporting, teaching, scholarship and research. Despite that widely accepted description, copyright law does not define "fair use." Instead, whether a use is "fair" is determined by balancing these factors:

1. The purpose and character of the use.
2. The nature of the copyrighted work.
3. The amount and substantiality of the portion used in relation to the copyrighted work as a whole.
4. The effect of the use on the potential market for, or value of, the copyrighted work.

The "fair use" of a copyrighted work is not an infringement of copyright. Copyright owners are, by law, deemed to consent to fair use of their works by others. Remember, according to law, the intent of copyright is "to promote the progress of science and the useful arts."

In the end, it is generally up to users to police themselves in the area of "fair use." Blatant violations, though, can end you up in court!

Many people have the mistaken belief that a copyright protects a work forever. Not so! Any work published before 1923 is now in the public domain and is not covered by any copyright law. Works created between



1923 and 1978 are protected for about 70 years (depending on the exact creation/publishing date). Any work created after 1978 is protected for “the life of the author plus 70 years.” If the work was created corporately (by more than one person), it is protected for 120 years from the date of creation.

Make sense? I doubt it. My head is still buzzing with all the exceptions, clauses and other fine print. And before you ask...yes, some lawyers specialize in this field. They can assist you in protecting your copy-rightable property.

**Sidenote:** Every year, thousands of books quietly move out of copyright and into the public domain. The Gutenberg Project ([gutenberg.net](http://gutenberg.net)) aims to catalog (word for word) all

**“Any work published before 1923 is now in the public domain and is not covered by any copyright law.”**

of these books before they disappear into history. The site allows you to download entire books onto your system and read them at your leisure.

So, let’s say you find a public domain passage of text on a Web page and you want to copy it into a report. Instead of retyping it, copy and paste it by following these easy steps:

- Highlight the text (Hold down your left mouse button while dragging the pointer across the text).
- Pull down the Edit menu and choose Copy.
- Switch over to your word processor. Position the cursor to exactly where you want the new text to be inserted.
- Pull down the Edit menu and choose Paste.

I know it sounds complicated, but once you do it a few times, it becomes second nature.

Copying public domain pictures can be even easier. If you are using Internet Explorer:


- Position your mouse pointer over the picture you want.
- Click the right mouse button and choose Copy.
- Switch to your word processor. Pull down the Edit menu and choose Paste.

If you want to practice some of these techniques further, head over to the Library of Congress’ American Memory Section ([memory.loc.gov](http://memory.loc.gov)). Be sure and read its “Copyright and Restrictions” link, then click on “Collection Finder.” If you dig deep enough, you’ll find a treasure trove of historical documents and photos to play with.

Before I finish, I need to mention a little twist to copyright law that occurred in 1998: the Digital Millennium

Copyright Act (DMCA). This incredibly controversial law extends and strengthens copyright in cyberspace. Basically, it criminalizes the act of circumventing copyrighted software. In addition, it extends copyright violation liability from a user to his provider. In other words, let’s say you decided to put the full lyrics of your favorite Madonna song on your Web page. According to the DMCA, your Web-hosting provider can be held liable for the copyright infringement.

To learn more about copyright law, including how to copyright your own works, check out the official U.S. Copyright Office ([www.copyright.gov](http://www.copyright.gov)).

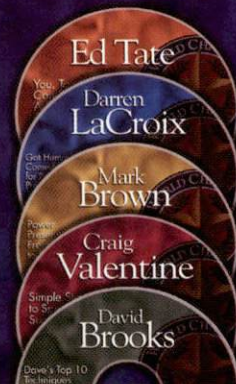
I’ll see you in cyberspace! 

**Eric Spellmann** is the owner of Spellmann & Associates, a corporate technology training facility in Amarillo, Texas. He writes a weekly column, produces technology segments for his local CBS television affiliate and speaks at numerous conferences. Contact him at [www.EricSpellmann.com](http://www.EricSpellmann.com).

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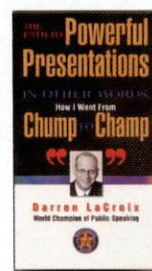
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# 10

## 'Must Have'

# LEADERSHIP SKILLS

### for the 21st Century

**If you want to make a difference at home, at work or in your community, you need these skills.**

**G**ood communication skills. The ability to work as part of a team. Comfortable with change. Flexible. These are all skills good leaders have. But are they enough? Perhaps more important, are they still valid for the 21st century?

We live and work in a rapidly changing environment. Wolf Rinke, a management consultant and executive coach in Clarksville, Maryland, and the author of *Don't Oil the Squeaky Wheel...and 19 Other Contrarian Ways to Improve Your Leadership Effectiveness*, says "you cannot rely on what may have worked in the past. Today's world is different. The stakes are high. The challenges and issues you face are changing at a rapid speed."

All this is certainly true. But are the required skills changing?

John Baldoni doesn't think so. Baldoni is a leadership communications consultant in Ann Arbor, Michigan, and the author of four books on leadership, including *Great Communication Secrets of Great Leaders*.

"Leadership skills for the 21st century are the same as were necessary in the 20th," says Baldoni. "Leaders need to demonstrate character, communicate clearly, coach frequently, execute for results and always lead by example."



Who needs leadership skills? We all do. You don't have to have a formal title or people reporting to you to be a leader. Fred Gibson is the director of the Pioneer Leadership Program at the University of Denver. "While we do not have to be in charge of groups, businesses or governments, we each have an obligation to make a difference, to contribute actively to a community and to work in the public sphere to create great capacity, confidence and continuity," says Gibson. "If more people accept this role, crises will be met with leadership at several levels. Leadership vacuums will be less common."

Marjorie Brody, president of Brody Communications in Jenkintown, Pennsylvania, agrees. "People need to understand that they can display leadership characteristics and be leaders without having authority or title," she says.

While there are literally dozens of traits that leadership experts point to as "must haves," certain skills keep coming up again and again. Here are 10 "must have" leadership skills for the 21st century:

**1 Character** is number one, says Brody. "People have to be trustworthy." Especially in today's environment where leaders frequently are being taken to task for their lack of character. "Character is the root of good leadership," says Baldoni. "By character I mean the values and beliefs the leader brings to the workplace. They should be authentic – that is, rooted in integrity, honor and ethics."

Kevin Cashman is founder and CEO of LeaderSource, an international leadership development and executive coaching consultancy. Cashman also speaks of "authenticity" and says, "In the 21st century, we can no longer afford to split off profit and performance from principles and purpose."

Rinke agrees. "Don't play to win," he advises. "Playing to win at any price is bad business over the long term – especially since many companies are creating an unethical culture."

**2 Vision.** "Having a vision and being able to communicate that vision," says Brody, is another critical trait for today's leaders. "You need to be able to articulate your vision. You need to be able to energize others." That, she says, requires courage, "because sometimes you've got to do the unpopular thing because it's in the best interest of the organization, shareholder or member."

"Leaders inspire people by having a vision, taking a personal interest in their people and providing frequent feedback related to the vision," says Patti Hathaway, CEO of The Change Agent in Westerville, Ohio.

**"21st century leaders might benefit from thinking of themselves as being in the center of a web rather than on top of a pyramid."**

"Employees will do amazing things when they are inspired by a vision and when their leader gives them praise and recognition for a job well done. That is what Gallup calls 'employee engagement,' and it is sorely lacking in most organizations."

**3 Passion,** says Brody, is another "must have." But, she cautions, that doesn't necessarily mean that leaders have to be "charismatic."

"There used to be a time when we thought we needed to have charismatic leaders. And there are times when the

charisma really does work. But we're beginning to see that the companies that are built to last don't necessarily have charismatic leaders. They have leaders who respect others, who listen, who are confident." Charisma "doesn't hurt," she says, but "the charisma should not be in lieu of talent and commitment."

**4 Communication** is still a top-rated skill when it comes to leadership effectiveness.

"All leadership is relationships, and all relationships thrive via communication," says Cashman. "In the 20th century, results were enough, but leadership in the 21st century will require great results plus great interpersonal skills to succeed."

"Communication is essential to leadership," agrees Baldoni. "In fact," he says, "it drives the entire leadership process from vision and strategy through delegation, coaching, recognition and evaluation."

**5 Coaching Skills.** In addition to communication, says Baldoni, "coaching is the mantra of management. Managers are more and more required to support their people with resources and advice. This is not micro-management," says Baldoni, "it's real management."

**6 The Ability to Create Value.** What do you have to contribute? How do you create value for your organization? "Leaders of the 21st century need to go beyond achieving financial results to achieving enduring value for all constituencies served," says Cashman. Baldoni agrees. "Execution for results is the outcome of successful leadership. It is why you do what you do."

**7 Flexibility.** How many industries have you worked in? How many types of positions have you held? Bill Lampton, Ph.D., is author of *The Complete Communicator* and president of Championship Communication in Gainesville, Georgia. Rather than

# 'E' is for Effort

By Dr. John C. Maxwell

**M**y wife Margaret and I are big history buffs. So when the Berlin Wall was coming down in 1989, we talked about going to Germany to watch it fall in person. What an opportunity to see one of the greatest events of the 20th century unfold right before our eyes!

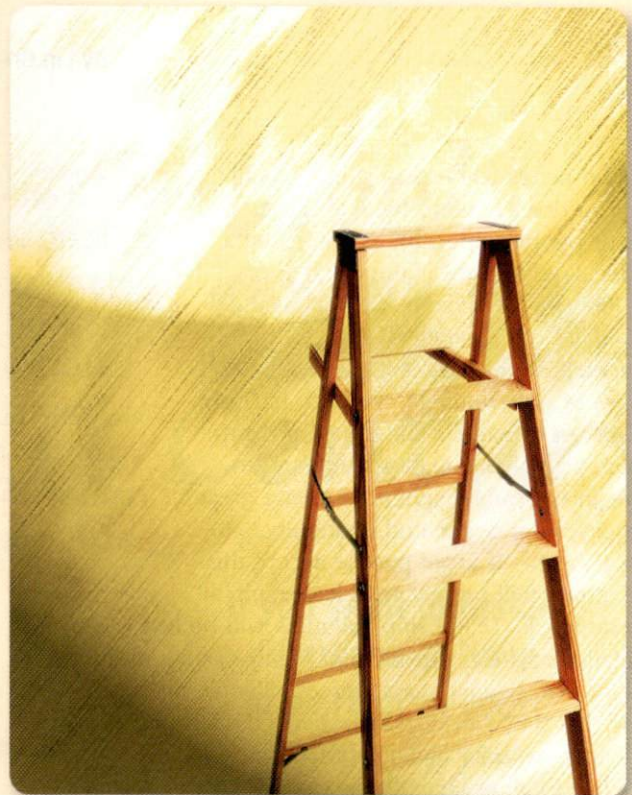
It would have taken just a few days out of my calendar to experience a bit of history in the making, but we didn't do it. With a little extra effort, I could have made a memory with my family that I would have cherished for the rest of my life. Instead, all I have is regret that we didn't go.

If I took a survey, I'm sure most of you would be able to think of a time when you could have experienced something wonderful if you had only put forth a little extra effort. You'd probably also be able to recall a time when you could have excelled in some area if you had only tried a bit harder. Perhaps your example would have to do with physical fitness, academics, your golf game, a personal relationship or your career. Whatever the case, a little extra effort is all it would have taken for you to reach the next level of success.

I'm not trying to discourage you by reminding you of past regrets. Far from it. I'm hoping that reading this will prompt you to work a little smarter; listen a little better; push a little harder; or persevere a little longer when it comes to current and future projects, responsibilities and relationships.

Is doing a little bit more really that important? Well, look at it this way. How do people at the top get there? Do they take an elevator? Does a helicopter drop them off at the peak? Of course not. People at the top get there by going the extra mile, working the extra hours and investing the extra time. They realize that nobody's going to come along and carry them to the pinnacle; they have to get there themselves through their own hard work. The same is true for you. If you want to get to the top in any segment of life, a little extra effort is essential.

In his book, *Leadership When the Heat is On*, Danny Cox advises leaders who want to achieve great things to ask themselves four questions:



What do I really want?  
What will it cost?  
Am I willing to pay the price?  
When should I start paying the price?

"If you don't answer the last question and make a commitment to a start date, the first three questions don't really matter," Cox writes. "The best answer [to the last question], of course, is 'now.' Achievers choose what losers won't and pay the price that others don't."

In other words, achievers are willing to put forth a little extra effort in order to accomplish their goals. What does it take to have a better marriage? A little extra effort. What does it take to be a better friend, team member, mentor or parent? A little extra effort. What does it take to become a better leader? You guessed it – a little extra effort.

Don't wait until tomorrow to start putting forth that extra effort. Do it now, while you still can. I assure you – you won't regret it. **T**

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confining their careers to the industry they start with, says Lampton, today's leaders must be more flexible and willing to move into new industries – even new careers – to excel. "When Bob Nardelli did not succeed Jack Welch at GE," Lampton points out, "Nardelli became CEO at Home Depot. Gone are the days when CEOs rose through nepotism alone, or even through longevity in one field."

"Flexibility is more paramount in our global and faster-paced economy," says Baldoni. "But," he adds, "every age has required it. Today we are merely accelerating."

Flexibility means more than the willingness to change companies or careers, of course. Stephen Fairley is a business coach and president of Today's Leadership Coaching, Inc. in Chicago. Successful leaders, says Fairley, "demon-

strate interpersonal flexibility and a strong sense of emotional intelligence. They can quickly recognize when to use their leadership skill set, their managerial skill set or their coaching skill set.”

**8 Comfort with Ambiguity.** Change is the only constant, some have said. The ability to navigate change – and deal with ambiguity – is a critical skill for today’s leaders. “The increase in workplace diversity, globalization and the entrance of Gen Xers has significantly impacted how leaders must use all different kinds of interpersonal skills to continue to be effective,” says Fairly.

Paul Glen, of C2 Consulting in Los Angeles, is a management consultant specializing in helping technology organizations. “As knowledge work becomes more pervasive,” says Glen, “work becomes more abstracted and divorced from physical reality. As that transition takes place, it becomes more and more difficult for people to understand the purpose and meaning of their work. So effectively managing this ambiguity becomes of prime importance to leaders.”

**9 Collaboration.** As popular reality TV shows like *The Apprentice* and *Survivor* demonstrate, the ability to work effectively with others – to collaborate – is an important leadership attribute.

Carol Watson is director of the new Center for the Development of Leadership Skills at Rider University in Lawrenceville, New Jersey. “With the advent of globalization, rapid technology change and general turbulence in the world, leadership theory predicts that a more collaborative approach is likely to be called for than the traditional command-and-control style. Leaders are likely to need well-developed emotional and cultural intelligence, in addition to cognitive intelligence and a keen understanding of the business they are in,” she says.

Joan Bryna Michelson, president/CEO of Michelson/Cooper Marketing in Henderson, Nevada, says “the new leadership model is more collaborative, more open and less command-and-control. The new leadership model has the leader at the center of concentric circles of universes, flowing out from their inner circle and business to the nation and to the world at large.”

Ben Dattner, Ph.D., a consultant in New York City, agrees with Michelson’s model. “Twenty-first century leaders might benefit from thinking of themselves as being in the center of a web rather than on top of a pyramid,” he says.

“Successful leaders will be those who can create, sustain and modify effective human capital and organizational strategies. As the business world becomes more horizontal and network-based, leaders will need to rely more on

inspiration and influence rather than the exercise of command-and-control power.”

**10 Knowledge Seekers.** “We assume that leaders are born, not made,” says Gibson. “Quite the opposite is true. Although not everyone can be a world-class leader, each person can learn to develop his or her leadership potential. It is better to think of leadership as a role for which individuals can prepare themselves. When citizens discover their passion, are ready to take a risk to pursue it and to try new things interpersonally, they generally become leaders.”

Successful leaders don’t take leadership for granted. They work to cultivate leadership skills and are lifelong learners.

“Read as many books on leadership as possible,” suggests Brody. “Read biographies of great leaders, considering their different styles. Observe the leaders you work with. What’s working for them? What’s not working?”

“Volunteer for leadership responsibility in areas outside of the work environment. Get on a board. Work with a not-for-profit. Nothing beats doing. There’s no one right way to lead, but nothing beats hands-on experience. Nobody ever feels ready enough – so just do it!”

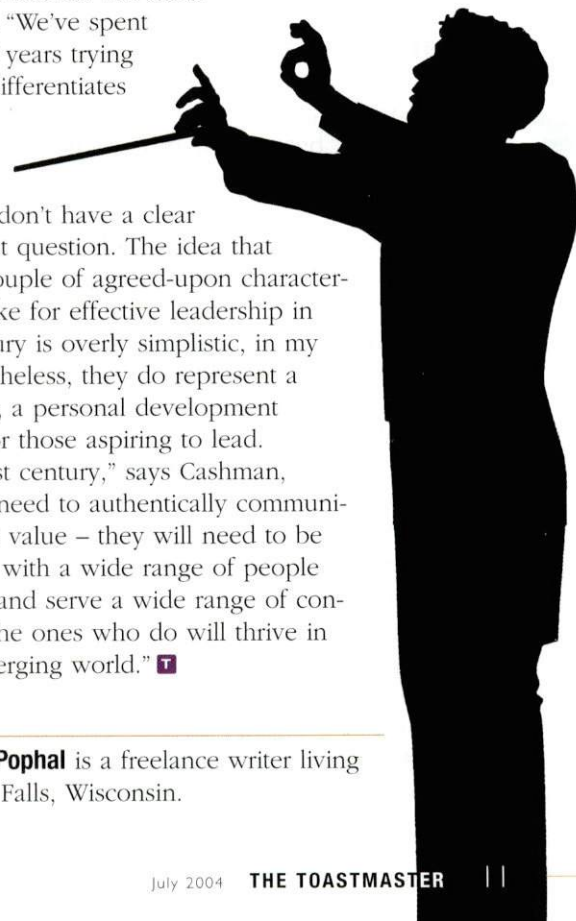
**“Successful leaders  
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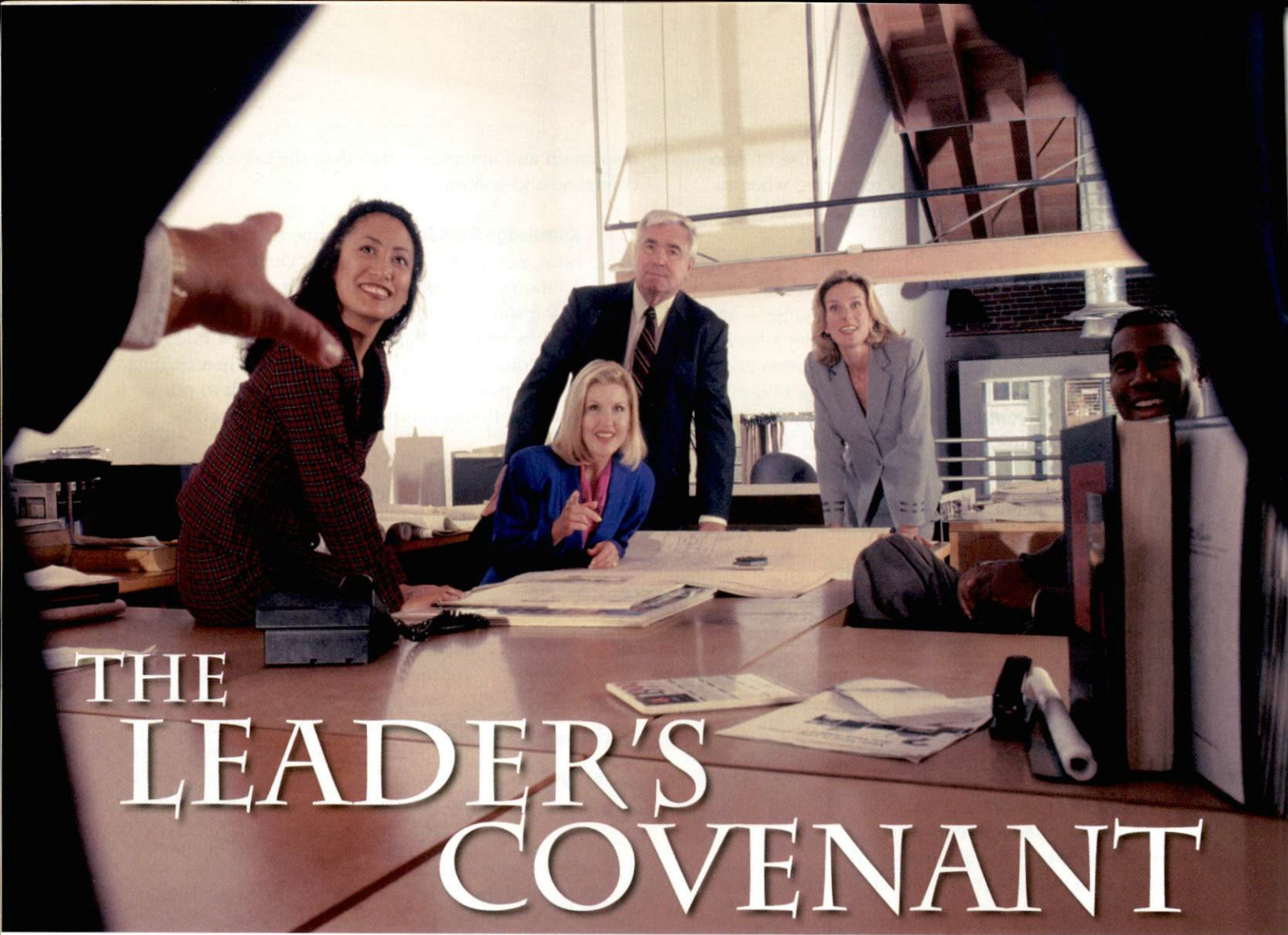
Are the 10 leadership skills identified above the only skills leaders will need?

Certainly not. “We’ve spent more than 75 years trying to say what differentiates leaders from non-leaders,” says Watson, “and we still don’t have a clear answer to that question. The idea that there are a couple of agreed-upon characteristics that make for effective leadership in the 21st century is overly simplistic, in my view.” Nevertheless, they do represent a starting point, a personal development foundation for those aspiring to lead.

“In the 21st century,” says Cashman, “leaders will need to authentically communicate to create value – they will need to be real; connect with a wide range of people and cultures and serve a wide range of constituencies. The ones who do will thrive in our new, emerging world.” **T**

**Lin Gensing-Pophal** is a freelance writer living in Chippewa Falls, Wisconsin.





# THE LEADER'S COVENANT

**Say it. Mean it. Do it!**

By Marian Schickling

**W**hat will inspire your team to follow your lead? How do you win their trust and get them to believe in you and your mission? You simply ask, "What's in it for them?" and then you give it to them.

The following 10 behaviors describe a leader any team member would love. If you can embrace these behaviors honestly, communicate them to your team, and demonstrate them daily in your team interactions, you will definitely get your team's attention, respect and enthusiasm for the goal. Here's what the team members want to hear from you:

**"I will lead this team."**

"I will not 'facilitate' it, 'manage' it, employ fuzzy 'collaborative management' techniques, waffle, fake it, play games, obfuscate, obscure, abandon, forsake, desert, relinquish,

abdicate, or in any other way, undermine the pure leadership role you have the right to expect from me. In executing this role, I will provide direction, guidance, support, organization, initiative and courage."

**"I will provide you with a mission statement and clarify it as needed to achieve full team understanding of our goal."**

As obvious as it seems that a team should have and understand the goal or mission it is undertaking, it is not always expressed in terms that have meaning to the team. In addition, it is often not captured *in writing* for initial understanding and to use as a benchmark for future team activities. An effective leader must be able to tell the team concisely and clearly what the team is going to do, how it will do it and what the result will be for the organization. One way to keep the description concise is to use the format: "This team is going to *do something* in a way that *looks like this* (observable behaviors) so that *this results for the organization's bottom line*."

**“The effective leader serves four masters: the client, the team as a whole, the team’s individual members, and the mission.”**

Once the mission statement is identified, the team can begin to develop the objectives needed to meet it.

**“To achieve this mission, I pledge you my energy, my intelligence, my empathy and my commitment. My personal goal is to earn and maintain your respect, spark your enthusiasm and inspire your creative energy as we work together on this mission.”**

What’s not to like? When was the last time someone said this to you (and meant it)? If nothing else, it demonstrates to your team that you have thought through your responsibilities and are serious about achieving successful results. Make sure you look them in the eye when you say it.

**“I will provide you with a document identifying the initial structure of this team. It will include members’ names and contact information, identification and definitions for all individual roles, and clear expectations of what those roles require in terms of responsibility and accountability. This document will serve as a starting point for our discussion of team structure.”**

You may decide that it would also be beneficial to suggest names for the roles before presenting this information to the team. Whichever way you do it, the key words here are “starting point.” The team should have an opportunity to review your structure and make suggestions for changes if they feel that a particular member of the team is better suited for a particular assignment. This give-and-take negotiation can help to establish trust.

Don’t forget to define your own role and responsibilities and include them in this document.

**“I will acknowledge and respect the team’s importance and role in achieving a successful result and will consult you prior to making any client commitments that would alter our mission.”**

This is where a lot of good leaders go astray. They focus primarily (or exclusively) on the client’s needs and demands, often sacrificing the team’s energy and commitment in the process. In truth, the effective leader serves four masters: the client, the team as a whole, the team’s individual members, and the mission. (If this were easy,

there would be a lot more effective leaders running around.) The mission is the touchstone; go back and read it every time a client wants to make a “small change” in your efforts.

A small change in the mission can have tremendous impact on the work the team has already done and will need to do in the future. In addition, the mission is the mutual pledge made by all members of the team. If you change the intent of that mission by acquiescing to a client demand to change direction without consulting the team, you have betrayed that pledge. The results of having done so will be instantly visible within the team in terms of a loss of trust and commitment to you as the leader.

**“I will communicate all matters of importance to the team and/or to individual team members fully and in a timely manner, using whatever communication system the team deems appropriate.”**

This is so fundamental it seems unnecessary to spell out. Communication is the key to understanding in all our efforts as human beings, yet many team “leaders” look on it as an inconvenience or as an unnecessary action unless developments take a significant change in direction. If you’re in doubt about how much communication is necessary, opt for more rather than less. Then ask for feedback from the team.

Set up and diligently employ a team communication system. In the process of doing this, make sure that the system meets the needs of the team and is not simply a convenience for you. For example, when working with a geographically diverse team, it might be easiest for you to use the intra-company messaging system. However, some of the team members who are not always inside the company firewall might prefer to be contacted by personal e-mail. Take the time to set up your distribution list to accommodate these team member’s preferences.

**“I will engage with you and involve you as we work with our clients to solve problems, come to decisions, and ultimately achieve our mission.”**

Some leaders take on the responsibility of being the connection to the client, leaving the team a distance second when decisions are made or team-created materials are reviewed. The leader can’t be expected to remember (or even know about) all the details of team activity. For



**“Your ability to run interference for the team is their primary measure of your commitment to them and your understanding of the issues and challenges they are facing.”**

this reason, the leader must involve the team members in client meetings where the team’s work is discussed.

**“I will be open to and actively seek individual suggestions for improving the team’s process, the work to be done, and the final deliverables.”**

This is one of those commitments you definitely have to work at to achieve. Prove to the team that you mean this by demonstrating your interest and acceptance of ideas. Then act on those ideas promptly and effectively. Be vocal about valuing the ideas and the team members who contribute them. Report the results of submitted ideas in terms of progress and client interest. This encourages others to be forthcoming as well.

**“I will respond immediately to team concerns and actively work to remove barriers to team progress.”**

Remember what was said about the leader’s responsibility to four masters: the client, the team as a whole, the individual team members, and the mission? Well, this is your *primary responsibility to the team* (as a whole and as individual members). Remove barriers. And if you can’t get them out of the way promptly, keep members informed about your progress and your commitment to succeed. Your ability to run interference for the team is their primary measure of your commitment to them and your understanding of the issues and challenges they are facing.

**“I will respond immediately to any concerns you may have about my leadership behaviors as expressed here. If, at any time, you feel that I am not living up to my commitments to the team, I expect you to bring it to my attention before it gets in the way of our success.”**

Here’s where a leader’s sense of humor can stand him or her in good stead. Encourage your team to use the approach indicated in this article to what could be a delicate subject: (“I think we may have a breach of leader behavior #6 here.”) Just as you have expectations of the team, the team now has very clear expectations of you. If you are acting in good faith with these declared expectations, you have to be able to accept an occasional course correction from the team. In fact, it is in your best interests and further demonstrates your commitment.

If being pegged by the numbers doesn’t work for your team, seek input from the team frequently about your leadership abilities. (Remember New York mayor, Ed Koch and his famous “How am I doing?” remark?) Your team members will be much more willing to provide information if they believe you are really interested in their input and intend to act on it to improve the team’s ability to succeed.

Finish up your declarations to the team by adding this final statement: “I look forward to being a part of this team and am excited about the work we will be doing together. I hope you feel the same way.”

Now, go back and read only the bold expressions in this article. Imagine the impact it would have on a team on the verge of a major challenge, uncertain of what is expected of them, unclear about their roles, unsure of the future. Imagine further the positive effect your actual behaviors would have as the team undertakes its mission. And finally, imagine your personal satisfaction and growth from using these behaviors to hone your leadership abilities and improve your leadership performance. Say it, mean it, do it. That’s leadership. **T**

**Marian Schickling** is a freelance writer living in Rochester, New York.

**“If you say a dull sentence  
people have a right to switch off.”**

— ALISTAIR COOKE

## Mastering Suspense

A WRITER FRIEND IN ENGLAND SENT me a column he had written on Alistair Cooke, who died recently. In it I found a quote from the English/American grandee of radio and television fame that could, I thought, be engraved and mounted in Toastmasters clubs around the world:

“I discovered very early on that broadcasting is the control of the suspense. No matter what you’re talking about – gardening, economics, murder – you’re telling a story. Every sentence should lead to the next sentence. If you say a dull sentence people have a right to switch off.”

Sitting on top of a doghouse, a beagle wrote what is probably the most widely recognized first line in all fiction: “It was a dark and stormy night.” Snoopy certainly had the right idea there – creating suspense. But, sadly, he couldn’t think of what to say next.

So how do you create and maintain suspense? Here are a few pointers.

- **Think like the lead GOOSE.** This takes a little explanation. I didn’t know what a GOOSE was until I encountered about a hundred of them on a skiing trip in Telluride, Colorado. In talking with some of them on chair lifts, I learned that the big letters on the back of their jackets stood for Guys-Only-Obstreperous-Skiing-Expedition.

Every fall, members of the club receive engraved invitations to a skiing outing the following spring. But the lead Goose doesn’t tell anybody where they’re going. There is an all-night party immediately preceding their departure. Even then, the participants are not told. Only when they are airborne does the flock learn its destination.

Withholding key information is the primary way to create suspense. People like surprises. Instead of the

old tell-‘em-what-you’re going-to-tell-‘em approach, experiment with openings that cause people to think along the lines of “I wonder where she could possibly be going with this?”

- **Show, don’t tell.** People are very good at figuring things out for themselves. Let them. Rather than simply stating a point of view, provide acutely observed details, suggestive anecdotes and tantalizing pieces of information pointing in different directions.

- **Tell them something they don’t know. Better yet, tell them a whole bunch of things they don’t know.** With good research and a little imagination, you can keep an audience engaged with one unexpected story after another on the most familiar of topics.

- **Confide, don’t lecture. Make yourself an integral part of the story.** You build interest by injecting yourself as a player in the story. Inside every speaker there is a real person, and the audience wants to know more about that person – as distinct from the pop-up personality that is simply “presenting” an argument or a set of interesting facts. Charm the audience with unexpected personal comments and insights. Let them in on your private thoughts and history.

- **Save one good surprise for the end, and use it to tie all of the loose ends together.** Nothing is more satisfying than a nice reversal of expectations at the end, which combines a final element of surprise followed by an immediate sense of inevitability and closure.



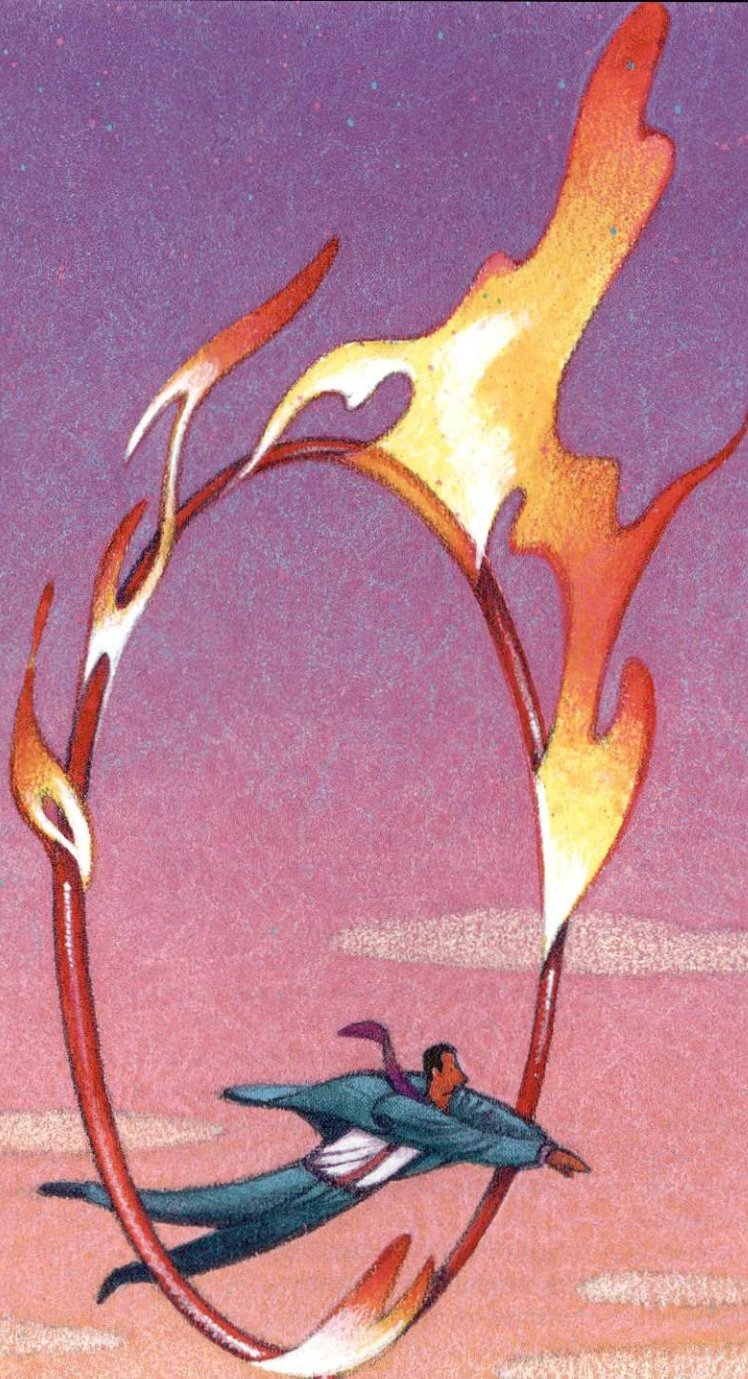
Alistair Cooke, 1908-2004

I wish there were space in this column to illustrate each of the points I have just made with telling examples. As there is not, I suggest that you do a Google search with the words “Letter from America” and “Alistair Cooke.” That will take you to a Web site containing some of his greatest radio broadcasts. Each of his “talks,” as he called them, is 13 to 14 minutes long, or about twice the length of Toastmasters speech. I particularly recommend one titled “Patriotism, Thanksgiving – and apple sauce.”

You may wonder: What in the world is the connection between apple sauce and Thanksgiving? Good question. I will give you a hint: You won’t know the answer until the very end, and by then you will also know how Cooke uses detail to show, not tell; how he piles one unexpected story on top of another; how he injects himself into the narrative; and how it all comes together with (seemingly) effortless ease.

There. I have given you a destination. And, unlike the lead GOOSE, I am not asking you to send me a check today for a trip you can’t take until next March. **T**

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*The* **HABIT** *of*  
**COURAGE**

Act confidently, and soon enough you'll feel confident.



*"Life shrinks or expands in proportion to one's courage."*

— ANAIS NIN

**B**ea Resnick rose to give her first speech as a Toastmaster, her Ice Breaker. She walked to the front as though the ice was thin beneath her feet and breaking it was the last thing she wanted to do. She reached the lectern and clung to it, blinking helplessly at us. "My name is Bea..." There was a long pause. "I just can't do this," she said, blushing vividly

and returning to her seat. The room was silent for a long moment. Every one of us sitting there empathized with Bea. The Toastmaster stood up and spoke to her. "That was a good first step, Bea," he said, and began a hearty round of applause. "We look forward to your next speech."

Bea did make the speech on the next try and proceeded to rip through the manual in less than a year. She also assumed club leadership positions and within three years, she became president of our club and an Area Governor.

I assume most people come to Toastmasters to overcome their fear of public speaking. I love going to meetings because I know at the very least I will see a demonstration of courage. We all feel more vulnerable when standing before a group of attentive, listening people. A mantle of leadership descends on our shoulders and with it the weight of responsibility, expectation and opportunity.

Why is speaking in public so terrifying? What are we afraid of anyway? I believe the roots of this fear go back to the beginnings of the human race and into the depths of the human brain. Stepping out of the group onto the savannah three million years ago or to the lectern today triggers a fight, flight or freeze response in humans. Science has traced this response to a vital part of the brain called the amygdala, the emotional switchboard of the brain. Signals come here before they enter the higher cognitive parts of the brain so that instant action can be taken if necessary, before we even have time to think it over.

In his groundbreaking book, *Working With Emotional Intelligence*, Daniel Goleman cites research that indicates that some people have a more sensitive amygdala, a lower threshold of fear, than others. It appears to be a genetic trait. But he also shows that many people born with this trait are able to overcome their predilection to fear when given support and encouragement. They are gradually able to face their fears and become bolder and more confident.

We in Toastmasters know this process well. Through

encouragement and support we acquire the habit of courage. Remember the first time you gave a speech? There is at least a small fear involved in almost every new endeavor, from skydiving to attempting the Sunday *New York Times* crossword with a pen. Practice and repetition gradually diminish these fears. The third time you try ice skating is easier than the first, and by the 10th time, you find those moments of trepidation to be part of the fun.

"Outward Bound" programs teach the habit of courage by putting people in life-threatening situations such as surviving in the wilderness or scaling a sheer rock wall. I know a fellow who paid good money to be cast adrift in a lifeboat with six other guys 200 miles out in the Atlantic. Now that's scary. But the point of those exercises is to stretch the courage muscles. Once you have faced fear and prevailed, you stand taller, feel stronger and stride through life with greater confidence.

Toastmasters is a sort of "Inward Bound" program. Our members often face an internal demon that paralyzes them with fear, as in the case of Bea. But like Bea, we discover that once the fear is faced and conquered, we are propelled into a life with larger ambitions. For some, an experience of victory over fear brings a tremendous sense of accomplishment and a thirst for more. Like Cyrano de Bergerac, they want to crow "I am too great to battle with mere mortals. Bring me Giants!"

Here are four useful tips that may help alleviate the fears and anxieties of public speaking.

### **Become "other-conscious."**

People think they become self-conscious as a result of their fear, but actually it works the other way around. If you are self-conscious, as many beginning speakers are, you are more prone to the fears and anxieties of your situation. Fear feeds on itself and there is no cycle as vicious as feeling afraid and constantly reinforcing it with thoughts like "I'm so

**“Once you have faced fear and prevailed, you stand taller, feel stronger and stride through life with greater confidence.”**

scared I can hardly breathe,” or “My palms are sweating and my legs feel weak....” This sort of self-talk can lock you up for good.

Instead, replace your self-consciousness with other-consciousness.

Make a strong effort to focus on your audience.

I know that’s the last thing you feel like doing, but it’s the best way out. Find a single person out there who is listening to you and make contact with your eyes. Smile at him or her.

Now stay with that person long enough to deliver a full sentence or a complete thought, making sure they understand it. Then

move to another person and repeat the exercise. The key is to connect and communicate by actively taking responsibility for the other person’s understanding of what you’re saying. If you really do that, by the third person, you will have forgotten your fears, sweaty palms and knocking knees.

### **Anxiety feels worse than it looks.**

My early years as an actor in New York were marked by failure. I couldn’t get over my anxiety at auditions – especially for television. I felt transparent in front of the camera, convinced that all these powerful feelings of fear and self-doubt were clearly visible to everyone. I would often point them out to the directors and hope they would take pity on me and cast me for my candor and courage – “What a brave guy to admit he’s scared to death.” Somehow, that didn’t work.

Then I got onto a TV quiz show on NBC, and I hit the jackpot! I won gobs of stuff – cars, televisions, trips to Europe, furniture, a sailboat and even some cash. I went from welfare and the unemployment line to a state of world-class materialism – at least that’s how it felt. But the most important benefit I gained from that experience was when they broadcast the shows a couple of weeks later. Throughout the taping, I had felt all my usual anxieties and self-doubts, but when I saw myself on the broadcast it looked as if butter wouldn’t melt in my mouth. I seemed calm and collected. That’s when I realized that anxiety feels worse than it looks. If I can only refrain from calling attention to my fears and anxieties, nobody will know about them. I can get on with doing the task at hand and not bother stopping to tattle on myself. It’s a classic case of fake it till you make it – act confidently and soon enough you’ll feel confident.

### **Make it look easy.**

I once saw the debut of a young clarinetist with the New York Philharmonic doing a Mozart concerto. After each solo the clarinetist would slump and gasp and make a

great show of effort before launching once more into a rapidly-fingered cadenza or a set of arpeggios. We in the audience became fixed on his effort and worried that he was somehow out of his depth with this music. Actually, he played quite well, and I finally realized that this was his way of showing off. He was trying to make the music seem more difficult out of some misbegotten idea that we would then admire him more. The result was that we could not enjoy the music out of concern for the musician. Many of us ended the concert feeling resentful toward the young man for so needlessly drawing attention to himself.

Making a great show of effort is pushing your ego at the audience. We want to hear the speech rather than the speaker. Successful speaking requires a measure of humility. The ideas and thoughts of the speech and how they may benefit the audience are the vital thing. Deliver these with grace, style and by all means enthusiasm, but do not punish us with laborious effort or other irrelevant ego needs. A speech easily delivered is gladly received.

Another tip to make the speech seem easier is to vary the rate of delivery. If you’re normally a slow talker, your audience is probably way ahead of you. Pick up the pace and your delivery will feel more natural. If your nerves cause you to increase your rate of speech, ease up. Motor-mouthing will tire an audience out.

### **Let yourself be encouraged.**

Some people resist encouragement. Low self-esteem, false modesty or a need to appear self-effacing will cause them to say, “Oh, thanks for saying so, but I know I’m not really that good.” Toastmasters is a place where it is safe to nourish visions of success. Take advantage of that supportive atmosphere and get on your own side. Learn to give yourself the benefit of the doubt you would easily extend to anyone else. Persistence is the most useful virtue in the human heart. You’re never beaten until you admit it.

Eleanor Roosevelt was by nature a timid, introverted person who was terrified of speaking in public, but because she was married to President Franklin D. Roosevelt, she found herself facing audiences regularly. She suffered horribly from her stage fright, and yet she faced her fear and moved beyond it to become one of the great speakers of the 20th century, a tireless advocate for the disenfranchised in America. Her words can inspire us still:

*“You gain strength, courage and confidence by every experience in which you really stop to look fear in the face. You are able to say to yourself, ‘I lived through this horror. I can take the next thing that comes along’ ... You must do the thing you think you cannot do.”*

– ELEANOR ROOSEVELT

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# Untie the Knots

Do you get nervous before a speech? Your heart pound? Your stomach turn to knots? Do you wonder how other speakers deliver speeches so effortlessly? Some even seem to enjoy the experience.

Here are some tricks they have learned to free themselves of that fistful of knots in the stomach:

## Before Speech Day

- **Organize your speech logically** so you can move smoothly from one idea to the next without relying heavily on notes or memorization. If the flow of the speech makes sense to you, you are less likely to forget or worry about forgetting what comes next.
- **Memorize the opening and closing.** Have a strong opening and closing and use them to build confidence and effective-

ness in your presentation. Open with a punch and end with a bang. Commit the beginning and ending to memory.

- **Concentrate on the message.** Make the subject of your speech the most important idea that you must tell the audience. Focus outward, not inward.
- **Picture success.** Before you fall asleep at night, imagine yourself giving a successful, confident speech to an enthralled audience. Envision the room, the listeners, the words you speak – even the applause at the end.
- **Use visual aids to prompt you through your speech.** Whether you

## ■ Befriend the three P's:

practice, practice and practice! There is no substitute for the confidence adequate preparation gives you.

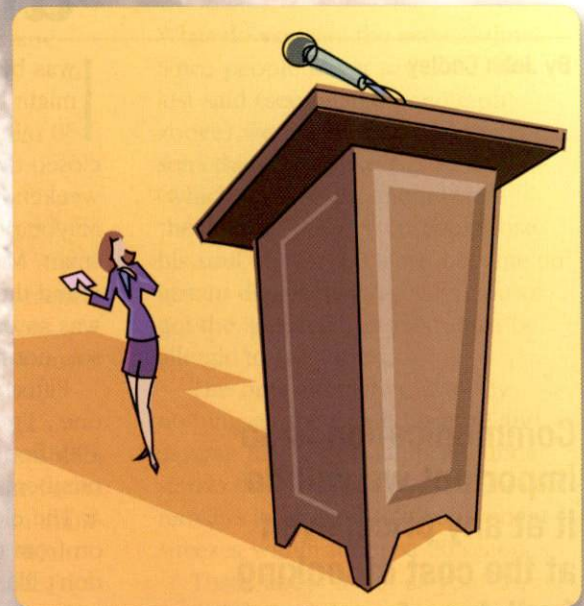
## On Speech Day

- **Wear clothes that help.** Choose clothing that is comfortable and professional looking. Feel good about how you look so when those eyes are on

wherever you are, even in a crowd, and gather your energy.

- While you wait to give your speech, **clench your fists** and hold for 3-5 seconds, then release. Repeat 3 times. Notice how releasing your hands relaxes your shoulders and jaw. Before the introduction, **breathe deeply** three times. Try it right now. Inhale slowly, exhale

**“There is no substitute for the confidence adequate preparation gives you.”**



- **Find a quiet place to gather your thoughts and relax.** Your last chance to do this may be in the car driving to the venue. Take the opportunity. Turn off the radio and practice one last time out loud, at least the opening and ending.
- When you get to the location, **after familiarizing yourself with the room, find a quiet place.** The less outside stimuli, the easier it is for you to focus on your message. If it is not possible to isolate yourself for a few minutes, regroup mentally

completely. Feel your belly rise and fall. Let your whole body relax.

- Is the nervousness still there? **Use it** to give an enthusiastic, high-energy speech!
- One last hint:** If direct eye contact breaks your concentration, **focus just above the heads** of the people in the audience. It will appear as though you are looking directly at them.
- They will wonder how you untied those knots and turned them into beautiful bows. 📌

completely. Feel your belly rise and fall. Let your whole body relax.

They will wonder how you untied those knots and turned them into beautiful bows. 📌

They will wonder how you untied those knots and turned them into beautiful bows. 📌

**Joann M. McCabe, ATM-B,** is a member of East Hawaii Club 5508 in Hilo, Hawaii.

# The Things People Say... and Say... and Say

By John Cadley

**Communication is so important we will do it at any price, even at the cost of looking foolish, unfunny – or worse.**

I was beginning to think this year might be different. There were only 30 minutes left before the office closed down for the New Year's weekend and nobody had said it yet. Maybe people had finally gotten smart. Maybe they had *thought* to say it and then reconsidered because it was so expected, so shop-worn, so...not funny.

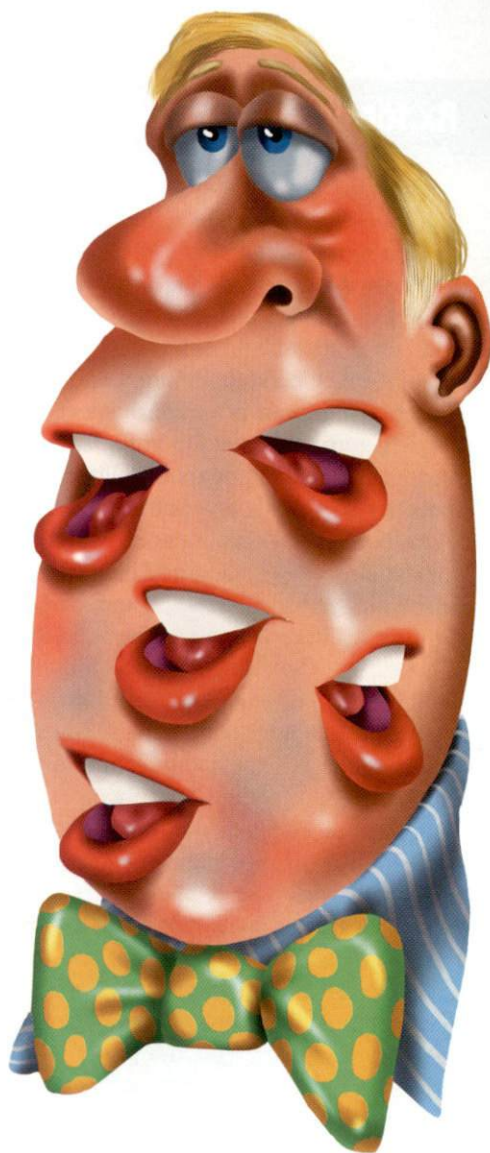
Fifteen minutes to go...10...five...one...I'm in the elevator. From the 10th floor I press "1" and watch the numbers go down; 10, 9, 8, 7, 6, 5, 4. The elevator stops. A man gets on from the legal department. I don't like him. He's the kind of person who goes to the company picnic and becomes very competitive at horseshoes.

"How's your holiday," he asks. Oh Lord, he's making small talk. People who make small talk will say anything just to break the silence. Is it going to be him? Will he say it?

"OK," I say. "How's yours?" I watch the numbers: 3, 2...

"Super, really super." (Everything is *always* super with this guy.)

The numbers hit "1" and the doors open. We both head for the exit. As we move toward our separate cars he waves and gives me an impish little smile. My antennae buzz. My radar goes off. My warning lights flash. It's coming. I can feel it. He



feels compelled to cap off our little encounter with a real corker, and I know just what it's going to be.

"See you next year," he says, grinning with the self-congratulatory air of someone who has just crafted a *bon mot* on the order of Oscar Wilde.

My New Year is ruined.

Why do people say that? And say it. And say it. It's not clever. It was *never* clever. It's like someone's 50th birthday party. Take all your money and bet it on the fact that at some point during the festivities the birthday boy will say, "If I'd known I was going to live this long I would have taken better care of myself." You can't lose.

As a lover of language – or more specifically, the *creative* use of language – these prefabricated funnies affect me like nails on a blackboard. And they are legion. To wit:

IF THE OCCASION IS:	SOMEONE IS GUARANTEED TO SAY:	MAKING YOU WANT TO SAY:
St. Patrick's Day	Erin Go-Bragh-less.	Better than going witless.
Thanksgiving	If I eat another bite I'll explode.	More pie?
Late August	Hasn't the summer just flown by?	At the moment it appears to be dragging.
A hot day	It's not the heat, it's the humidity.	Or maybe it's just the stupidity.
A death in the family	You're in our thoughts and prayers.	I thought you were an atheist.
A waiter informing your table that the special is fish.	Not tonight, I've got a haddock.	Go find an ocean and jump in.
March	Spring is just around the corner.	No, the 7-11 Store is "just around the corner."
Working	Working hard or hardly working?	Hardly believing you said that, actually.

There is a sort of non-verbal corollary to this tiresome behavior, frequently seen in restaurants. For instance, we all know that the surest way to get a full cup of coffee is by asking for *half* a cup. In fact, show the waitress exactly how much you mean with your thumb and index finger. Hold them about two inches apart and say, "Just that much. That's all I want." Guaranteed, she will fill it to the brim. It's the same with those little packets of sugar and tubs of creamer. Ask for one and you get nine.

Then there is the issue of asking somebody to repeat what they just said:

Person #1: "I have to go to the store."

Person #2: "What did you say?"

Person #1: "We're out of bread. I'm going to pick some up."

People *never* say what they just said. Either they've forgotten, or they think that by using different words you will hear it better. These are the same people who try to make foreigners understand English by shouting it at them.

From the perspective of Person #2 in the example above, it's also interesting to note that when people ask "What did you say?" they usually *know*. They just want to hear it again. Why? I have no idea. The only possible explanation is that Person

#2 has been caught off-guard and needs time to think of a reply, as in:

Person #1 (screaming): "You're an insensitive, narcissistic egomaniac!"

Person #2: "What did you say?"

Then there is the peculiar practice of answering your own questions. Recently a co-worker came into my office and said, "Do you think I should have the meeting? There's really nothing to discuss, the problem is solved, and nobody has time for it. Seems like a waste of time. I'm thinking of canceling the meeting. What do you think?"

About what? Was there a question in there somewhere? I experience this frequently when my wife asks, "What should I wear?" This is not a question. If it were, she would be interested in my reply, which she is not.

Related to all this is the topic of... sneezing. Social convention requires – nay, *demands* – that when a person sneezes you reply, "God bless you." Even atheists lose their exemption on this one. It is *de rigueur*. This is because a person, so tradition tells us, is in danger of expelling their soul during a sneeze and not even a non-believer can allow that to happen. So we say "God bless you." The trouble is, people don't sneeze once, they sneeze twice.

What do you say the second time? Since people never say what they just said (see related paragraph above) we are now forced to say something else, like *Gesundheit* (which technically only means "health," so the person could lose his soul anyway). Or we become an instant diagnostician ("My, you've got the sneezes!" or "You must be allergic to something.")


The only alternative is to say nothing on the second sneeze and assume the person implicitly understands that your first "God bless you" remains in effect for all subsequent sneezes within the next 20 seconds.

That's about as far as you can push it before the process must start all over again. (Some people say nothing on the first sneeze and wait for the second before issuing one blanket "God bless you." It's a good tactic provided the sneezer is one of those anomalies who does only sneeze once, in which case you will have a sneeze followed by absolute silence, which is like a symphony ending on an unresolved chord. People have been known to go crazy when this happens.

In the end, it's all part of the price we pay for being social animals. Communication is so important we will do it at any price, even at the cost of looking foolish, unfunny – or worse. When General Douglas

MacArthur promised liberation to the Philippine people during World War II, he did it with the famous words "I shall return." What history does not record is that when General MacArthur's boat got about 100 yards off shore he realized he had forgotten his pipe and told the pilot to go back, at which point the Philippines

began cheering wildly at the alacrity with which the General was making good on his promise. This forced MacArthur into a complicated explanation about the difference between "return" and "retrieve" (to non-English-speaking people, no less), delaying his departure – and the conduct of the war – by a good 45 minutes.

So, as unclever, as trite, as awkward as the things we say and say and say are, we ordinary folk can at least be thankful that at the moments when we say them, history isn't watching. 

**John Cadley** is a freelance writer living in New York.

# 9 Presentation Sins And How You Can Avoid Them

By George Torok, CTM

**Sin 1: Wasting time** – Start on time and finish on time.

**Sin 2: Boring your audience** – Give them key points that they can digest. Don't read your speech. Package the information with your voice, body language and style to make it interesting.

**Sin 3: Lacking passion** – Believe in your message and let your audience know how much you believe in it. Passion is captivating, contagious and more convincing than logic.

**Sin 4: Confusing your audience** – Keep your message clear. Eliminate unnecessary information and conflicting messages. Use words that they understand. Repeat your message three times.

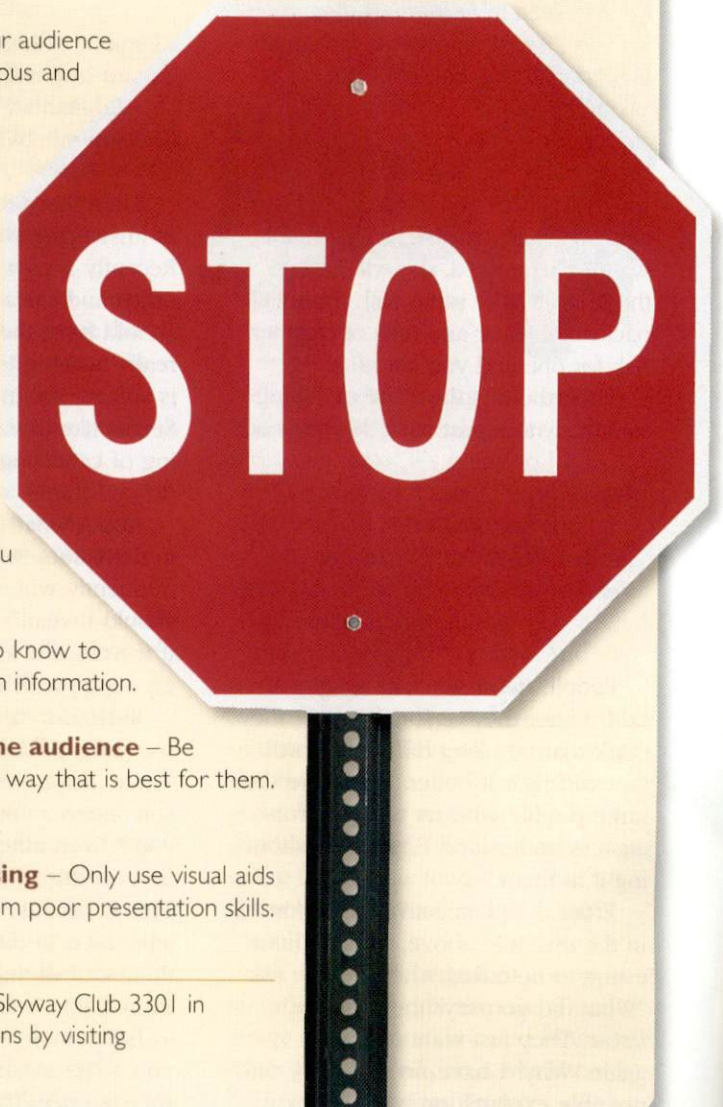
**Sin 5: Insulting your audience** – Talk to them and with them – but not down to them. Don't make jokes about the audience. Don't assume that you know what they think, know or have done.

**Sin 6: Unclear purpose/message** – Ask yourself why you are giving this speech. Be able to state your message in one short clear phrase. Then build your presentation around that. If you can't – don't.

**Sin 7: Information overload** – Give them what they need to know to do what you want them to do. Don't overload them with too much information.

**Sin 8: Stuck in your rut of delivery – unable to flex to the audience** – Be prepared to alter your presentation to reach the audience in the way that is best for them. It is not about you. You must reach them with your message.

**Sin 9: Using slides that are boring, irrelevant or confusing** – Only use visual aids that reinforce your message. PowerPoint will never rescue you from poor presentation skills. You are your best messenger.



**George Torok, CTM**, is an executive speech coach and member of Skyway Club 3301 in Hamilton, Ontario, Canada. Learn more about how to avoid these sins by visiting [www.SpeechCoachforExecutives.com](http://www.SpeechCoachforExecutives.com)

*"I think of life as a good book. The further you get into it, the more it begins to make sense."*

—RABBI HAROLD KUSHNER

**The Book Review:**

# A SHORT HISTORY OF NEARLY EVERYTHING

by Bill Bryson

THE FIRST INGREDIENT OF A WINNING speech is to have a topic that relates to every person in the room. That's where research becomes essential and that's why Bill Bryson's best-selling book, *A Short History of Nearly Everything* (Broadway Books, 2003), is important. It touches every member of the human family in some shape or fashion; we all share a common heritage that evolved millions of years ago.

"As humans we are doubly lucky... we enjoy not only the privilege of existence but also the singular ability to appreciate it and even, in a multitude of ways, to make it better. It is a talent we have only barely begun to grasp." That's how author Bryson signals the conclusion of *A Short History of Nearly Everything*.

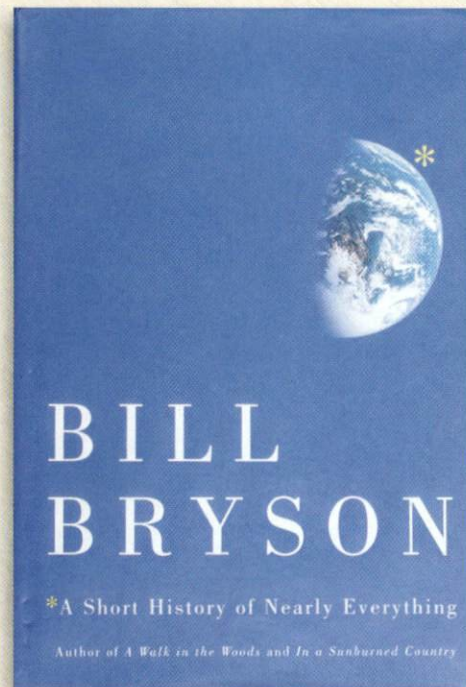
But let's start at the beginning to learn more about what's inside the covers of this enlightening body of work. Bryson's book is not about public speaking or self-improvement; it's about awareness for how the Earth was formed, how he thinks living things came to be and how they continue to evolve. There are glimpses of the future, particularly our responsibilities as humans to be good stewards for the preservation of animal, human and plant life. Few scientific classics give such a fascinating look at life.

Toastmasters are curious people. I like the way we take good ideas, repackage them, and then project matters of social importance to multitudes of people. We are changing the world for the better, one speech at a time, one person at a time. Bryson's book has the power to change the

world too. He helps readers in developing a consciousness for the miraculous state of being alive, the strengths and weaknesses of our environment, and he hints without preaching at how we might take better care of Earth.

*A Short History of Nearly Everything* fuses entertainment and education, proving that science need not be complicated. Bryson includes interesting and often humorous descriptions of the fascinating characters of scientists who over the past several hundred years have dedicated the best part of their lives to discovery. He explains what they learned and why it was important. There are exciting views of biology, botany, geology, meteorology, anthropology, oceanography, astronomy, chemistry and physics. Subjects are numerous with wondrous descriptions of animals, the human anatomy, fossils, DNA, earthquakes, global warming, volcanoes and thunderstorms, as well as personalities involved with scientific progress.

In reading through the fruits of Bryson's research, I was surprised by much of what I read, including how powerful we are as humans. I never realized that, according to Bryson, we have within our bodies the equivalent energy of 32 good-sized hydrogen bombs. Now that's power! The only problem is that scientists have not yet figured out how to harness that power and get it to work. There's also a description of the billions of atoms that make up our bodies. Interestingly, Bryson says



every human being is probably carrying a billion or more atoms from Buddha, Genghis Khan and Beethoven. Who would have thought? Atoms are not only long-lived, changing their hosts now and then, but they are also tiny. A half million of them lined up shoulder to shoulder could easily be hidden behind a human hair.

In writing *A Short History of Nearly Everything*, Bryson has done a great service in advancing our layman's understanding of the world and, in the case of Toastmasters, he has provided a wealth of discussion material that will relate to every person in the room. At 545 enjoyable pages, this book is available in hardback at discount bookstores and Internet book-sellers at less than \$20. **T**

**Larry Welch, DTM**, is a member of Toastmasters in Washington, D.C., and Singapore. He is author of *Mary Virginia, A Father's Story*, and publishes an online motivational newsletter, *On the run...in Singapore*. He can be reached at [lnwelch@aol.com](mailto:lnwelch@aol.com).



# Making Connections with the Personal Commercial

By Dena Harris, CTM

**Given too much information, people won't remember specifics.**

You're at a party, munching on chips, with the "um/ah" counters, time clocks and grammar guardians of your Toastmasters club nowhere in sight. Reaching for the guacamole, you bump into someone. He smiles, introduces himself, then asks what you do. You have two choices. Stuff guacamole in your mouth as you hurry past him on your way to the punch bowl, or smile back, extend your hand, and surprise him with an introduction that will leave him eager to learn more.

Being a Toastmaster, we hope you chose option No. 2. But introductions are very different from prepared speeches. It's imperative that your

personal introduction quickly and concisely conveys who you are and what you have to offer. How do you accomplish this? By delivering a well-crafted (and well-rehearsed) personal commercial.

There are four basic components to most commercials. Bear in mind that if you're at an event such as a networking meeting where you're asked to stand and give an introduction, it's fine to give your full commercial all at once. But the steps below may also be broken up to allow for the natural give and take of casual conversation. For each step, we'll examine an "average" versus a "wow" version.



### STEP 1: Who Are You?

State your name and what you do.

**Average:** *My name is Dena Harris and I teach public speaking skills.*

**Wow:** *Hello! I'm Dena Harris and I teach a workshop called "Scared Speechless" that helps people overcome their fear of public speaking.*

The "wow" version contains details that open the way for small talk. It's also friendlier and more upbeat.

### STEP 2: What Do You Want?

Just as you have numerous skills and talents to offer, there is always someone in a crowd who has something you need. Your job is to find out who they are and what that something might be. Then, when talking to the person, don't beat around the bush. State what it is you want.

**Average:** *Do you ever hire speakers for your meetings?*

**Wow:** *I'd like to speak about networking skills at your April convention.*

Keep requests specific, and ask with confidence.

### STEP 3: Why Are You the Best Person?

List any experience, training or degrees that relate to what you're seeking. Be brief and memorable. You're looking for that special something that separates you from the crowd.

**Average:** *I have a degree in communications and have taught public speaking for over two years. I also teach interview, networking, and job-search skills, and I write a job-search column as well as articles on a lot of other topics. I've won district and regional awards for my public speaking abilities. I enjoy working with individuals and groups and I'm told I have a very humorous, personable communication style.*

**Wow:** *I love helping people become better speakers and networkers. Besides my class, I also volunteer at a Women's Center teaching interview*

*and networking skills, and I write a monthly column on these topics.*

Although the first version contains more information, it's actually the weaker of the two. Given too much information, people won't remember specifics. Ask yourself what is the one main thing you want your listener to remember about you. (In this case, it's that I help people become better speakers and networkers.) Then provide specific examples relating to that skill or trait.

### STEP 4: Present a Call to Action.

You can do a grand job selling yourself, but if you don't follow through by asking for what you want, you've wasted your time. The call to action leads to further interaction.

**Average:** *At your earliest convenience, may we arrange a meeting time to discuss the possibility of my presenting at the convention?*

**Wow:** *Are you available to meet sometime next week to discuss my speaking at the convention?*

Here we witness a subtle yet important shift. Can you see how much more formal the average version is compared to the "wow" version? Formal language puts people on their guard and places a wall between you and the person you're speaking with. Remember, you want the person or group you're addressing to have a genuine sense of who

**"Formal language puts people on their guard and places a wall between you and the person you're speaking with."**

you are and what you can offer.

Choosing informal language and maintaining relaxed (but not sloppy or overly familiar) body language makes you more approachable.

Personal commercials are easy to create but difficult to deliver, since many of us are uncomfortable with the idea of "bragging" about our skills and accomplishments. Therefore, it

## Tips For Successful Personal Commercials

- **Be brief – no more than 30 seconds**
- **Be specific**
- **Say something memorable**
- **Choose informal over formal language**
- **Be yourself**
- **Practice**
- **Modify commercials for different occasions**

may help to stop thinking of personal commercials as a means of "selling" yourself and start thinking of them as vehicles for making connections.

Making connections on a personal level carries obvious benefits. Making connections from a business perspective is no less important. Consider that over 70 percent of jobs are found through personal connections (networking), or that most employers hire people they like and feel a connection to, versus those who look best on paper.

You never know when you'll run across a person who has something you need – from writing you a recommendation to being the one person able to score you tickets to the big game. By stating what you want and what you have to offer in return, you place yourself in a position of power – both in granting requests and asking for favors. People are more likely to assist you when they think they may be able to call on you later to return the favor. And by stating (but not

bragging about) your skills, knowledge and expertise, you make a positive impression on others, who will then be more inclined to call on you in the future for jobs or assignments.

This happened to me last month at a humor writer's conference. In my personal commercial, I identified myself as a writer who focused on

**“Stop thinking of personal commercials as a means of “selling” yourself and start thinking of them as vehicles for making connections.”**

“public speaking and job-search strategies.”

I introduced myself this way to a fellow attendee who, unbeknownst to me, publishes a college alumni magazine that needs articles on job-search strategies. She invited me to pitch article ideas to her. Do you think that opportunity would have presented itself if I'd simply introduced myself as “a writer?”

You can create commercials for any occasion – networking, job interviews, introducing yourself one-on-one or to a group, as a bio in a newsletter or on a Web site, or in a sales pitch. For example, I have different commercials to describe myself as a public speaker, as a writer and as a job-strategist. I also use commercials to sell story

ideas, pitch workshop concepts and recruit guest speakers. Don't be shy about mixing and matching different versions and lengths of commercials to create customized versions for different occasions.

Personal commercials are like speeches – you need to practice them. Stand up and pretend to shake hands with someone and be certain you feel comfortable delivering your commercial. Whether you memorize or not is your choice. You just don't want to sound “canned” or as if you're reading from a cue-card. Instead, try to integrate your personality into your commercial. If you're outgoing and funny, add

some humor. If you're more reserved, it's okay to stick with the facts. But don't jeopardize your credibility by trying to be someone you're not.

A personal commercial may be designed to showcase your talents, establish you as an expert in areas of your choosing, generate enthusiasm and interest for your talents, and encourage people to cultivate you as both a friend and professional contact. Done well, it will also produce a favorable lasting impression. You'll connect with others because you've given them a reason to remember you.

So step away from the guacamole and use your commercials as a way to start networking and making connections using your number one commodity – you! **T**

**Dena Harris, CTM**, is a freelance writer who teaches public speaking and job-search strategies. Visit her at [www.denaharris.com](http://www.denaharris.com).

## Show Your TM Pride!

*Great Gifts for You or Your Favorite Toastmaster.*

**Black leather items are stamped with a classy silver Toastmasters logo.**

___ 7003	Portfolio Pad .....	\$29.95
___ 7004	Travel Wallet .....	\$19.95
___ 7005	Business Card Case .....	\$9.95
___ 7007	Luggage Tag .....	\$5.95

**Metallic silver ballpoint pen handsomely complements leather items. Case included.**

___ 7008	Toastmasters Pen .....	\$3.95
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**Order online at [www.toastmasters.org](http://www.toastmasters.org) today!**

**PAYMENT MUST ACCOMPANY ORDER**

- Enclosed is my check in the amount of \$ \_\_\_\_\_ (U.S. FUNDS)
- Please charge my MasterCard / VISA / AMEX / DISCOVER (CIRCLE ONE)

Card No. \_\_\_\_\_  
 Exp. Date \_\_\_\_\_ Signature \_\_\_\_\_  
 Club No. \_\_\_\_\_ Member No. \_\_\_\_\_  
 Name \_\_\_\_\_  
 Address \_\_\_\_\_  
 City \_\_\_\_\_ State/Province \_\_\_\_\_  
 Country \_\_\_\_\_ Zip \_\_\_\_\_  
 Phone \_\_\_\_\_ E-mail \_\_\_\_\_

Mail to:  
**Toastmasters International**  
 P.O. Box 9052  
 Mission Viejo, CA 92690 USA  
 (949) 858-8255  
 FAX (949) 858-1207

Merchandise Total \_\_\_\_\_  
 Shipping \_\_\_\_\_

CA residents add  
 7.75% sales tax \_\_\_\_\_

**TOTAL** \_\_\_\_\_

**Standard Domestic Shipping Prices - 2004**

TOTAL ORDER	SHIPPING CHARGES	TOTAL ORDER	SHIPPING CHARGES
\$0.00 to \$2.50	\$1.65	35.01 to 50.00	\$7.75
2.51 to 5.00	3.30	50.01 to 100.00	9.00
5.01 to 10.00	4.00	100.01 to 150.00	12.00
10.01 to 20.00	4.75	150.01 to 200.00	15.00
20.01 to 35.00	6.75	200.01 to —	Add 10% of total price

For orders shipped outside the United States, see the current Supply Catalog for item weight and shipping charts to calculate the exact postage. Or, estimate airmail at 35% of order total, though actual charges may vary significantly. Excess charges will be billed. All prices subject to change without notice.

See the Supply Catalog for more information.

The fine line between self-promotion and bragging.

# Promote Yourself To The Top



Everyone sells something. As a public speaker, you are selling yourself. Therefore, it is reasonable to conclude that your success is based on self-promotion. But isn't self-promotion just another form of bragging or boasting? If not, how can you tell the difference? Fortunately, there are some general guidelines that can keep you modest while making your achievements known.

There is no question that humility and modesty are admirable qualities. However, these very admirable qualities also can be stumbling blocks on the road to success. There are so many talented people whose talents, achievements and potential contributions to

this world go undiscovered as a result of their desire to remain modest. Through the proper use of self-promotion and understanding of modesty, you can remain both humble and modest while being recognized for your achievements and talents – which in turn can lead to greater success.

To brag or to boast is to talk in a self-admiring “holier-than-thou” way. Self-promotion is to make your accomplishments, talents and potential contributions known to others. The difference is not in what you say, but how, why and to whom you say it.

**HOW:** Consider the following statement: “I was just promoted to the new VP of Marketing position, which comes with a 20 percent pay increase and a company car.” Imagine a really snotty person saying this. It sounds like bragging, right? The accent is likely on the word “I,” the speaker’s chin is up in the air and there’s a little nod at the end of the statement as if to say, “good for me and bad for you.” Now imagine a humble person saying the same words, but with excitement and the accent on “the new VP.” Modesty is not always what we say, but how we say it.

**WHY and TO WHOM:** What is the purpose of making the statement? To whom is it being said? The “why” can be sharing, self-promotion or bragging, depending on to whom it is being said.

- **To make oneself feel good.** When we are proud of our accomplishments and filled with excitement, we want to share the news with others. Perhaps the sharing of this news makes the situation more real to us, or perhaps we are just looking for praise. In either case, we must carefully choose the people with whom we share the news.
- **To make others feel inferior or show one's superiority.** When someone speaks of his or her own accomplishments or talents simply to make others feel inferior or in an attempt to prove superiority, that person will most certainly be seen as boasting or bragging.
- **To get others to like or respect you.** This is a common form of bragging most often used by young adults – especially in the area of courting. It is a form of self-promotion, but for the wrong reasons.
- **To get others to trust you.** Some people trust others unless given a reason not to, and others trust no one unless given a reason. When

dealing with people in the latter category, it may be necessary to confidently state your credentials to earn their trust.

- **To prove yourself in a business situation.** In just about all business situations, bragging, minus the self-admiring attitude, is considered good self-promotion. Do not be the quiet, shy type in business who remains just another face in the crowd. Have faith in your contributions and let those who can help you achieve success know what you are capable of.

There is no doubt that the line between modesty and good self-promotion is a fine one. It is important to be proud of your accomplishments and promote yourself but at the same time remain humble and earn, not seek, the respect of others. It is not necessarily what you say, but how, why, and to whom you say it that makes the difference. Master this concept, and you will have taken a significant step in your journey to success. ■

**Bo Bennett, ATM-G,** is a member of three clubs in Massachusetts. He is the author of *Year to Success* (see ad on back cover). Contact him at [bo.bennett@yeartosuccess.com](mailto:bo.bennett@yeartosuccess.com).

**Still Need to Pay Dues?**

*Go online!*

Late dues for clubs and members can still be paid using the online system.



**Golden Memories**

Fifty years ago, Gene Leonard, ATM-B, joined Toastmasters because his boss told him the program was as good, if not better, than Dale Carnegie and much less expensive. His club met every week at the YMCA, where for \$2 a month, his dues and dinners were paid for!

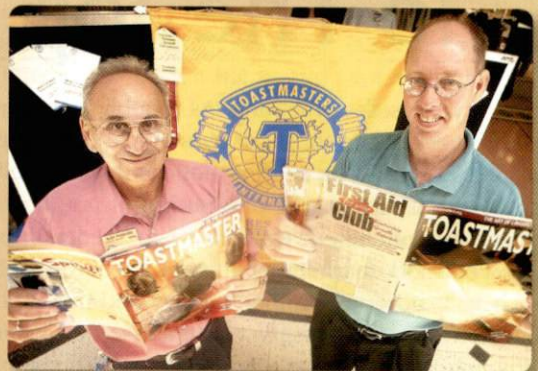
Things are a little different now, and Gene has stayed a member because "it is never boring." After all, he's seen a lot of changes in the organization, the biggest of which was the admission of women as members. Gene believes that "people must be able to communicate with each other in order to learn or to teach." He thinks one of the best aspects of Toastmasters is the natural member turnover in the club. It allows him to regularly meet new members of all ages – he says it's a constant well of new information and experiences. And like Gene tells anyone who will listen, "It doesn't really cost to belong to Toastmasters; but it pays big if you use it!"

**End-of-Year Stuff**

The year-end results for the Distinguished Club Program and District Performance Reports are expected to be available July 26, 2004.

**Toastmasters Pride**

Australian Toastmasters Alex Passaris (left) and Steve Webb show off *The Toastmaster* magazine while their fellow club members talk to shoppers about the benefits of Toastmasters and their club, Forest Lake 4003, at the Forest Lake Shopping Center in Forest Lake, Queensland, Australia.



**WHQ Says THANKS!**

Thank you for using our online processes to submit information to WHQ. Keep it up! The more information you submit online, the faster you will see the results!

**Want to Appear in This Section?**

This page is for news about individual club members who have done something unique or unusual. Please submit short, short (400 words or less), fact-filled articles with a high-resolution photograph – action shots are preferred (hardcopy photos are also acceptable). We'd especially love to hear from our members outside North America! Please send your submissions to [klacascia-murphy@toastmasters.org](mailto:klacascia-murphy@toastmasters.org) or mail them to WHQ, Attn: Publications.

**Want to Get New-Member Kits Faster?**

ADD NEW MEMBERS ONLINE TO AVOID DELAYS.

**Need to E-mail WHQ?**

- Address changes:** [addresschanges@toastmasters.org](mailto:addresschanges@toastmasters.org)
- Club officer inquires:** [clubofficers@toastmasters.org](mailto:clubofficers@toastmasters.org)
- Club statement inquires:** [statements@toastmasters.org](mailto:statements@toastmasters.org)
- Dues renewals inquires:** [renewals@toastmasters.org](mailto:renewals@toastmasters.org)
- Educational award inquires:** [educationawards@toastmasters.org](mailto:educationawards@toastmasters.org)
- Membership inquires:** [membership@toastmasters.org](mailto:membership@toastmasters.org)
- Password request:** [lostpassword@toastmasters.org](mailto:lostpassword@toastmasters.org)
- General info:** [tminfo@toastmasters.org](mailto:tminfo@toastmasters.org)

You can also visit our Web site, [www.toastmasters.org](http://www.toastmasters.org), and access the Contact Us page. The link can be found in the upper right hand corner of the home page.

# HALL OF FAME

The following listings are arranged in numerical order by district and club number.

## DTM

🏆 Congratulations to these Toastmasters who have received the Distinguished Toastmaster certificate, Toastmasters International's highest recognition.

Donald L. Erickson 1240-U, Fairbanks, Alaska  
 Richard K. Kammerman 6570-F, Fountain Valley, California  
 Kathy F. Corrigan 7097-F, Irvine, California  
 Marguerite W. Smith 469-3, Peoria, Arizona  
 Michael Herskovits 4634-3, Mesa, Arizona  
 Andrea Lauer 6025-6, St. Cloud, Minnesota  
 Daniel A. Darnall 4590-8, Kirkwood, Missouri  
 Frank Martelli 7865-8, St. Louis, Missouri  
 Chip Larson 1760-9, Richland, Washington  
 Sallie S. Boggs 9881-13, Pittsburgh, Pennsylvania  
 Virginius Dabney 1421-15, St. George, Utah  
 Mike Mikkelsen 907-16, Oklahoma City, Oklahoma  
 Jan Stacy Davis 3220-16, Oklahoma City, Oklahoma  
 Vera J. Smith 5477-16, Midwest City, Oklahoma  
 Francoise T. Baroux 26511-21, Surrey, BC, Canada  
 JoAnne E. Wardle 7173-21, Surrey, BC, Canada  
 Mayka Marie Janousek 9200-21, North Delta, BC, Canada  
 Dave Cunningham 3352-22, Wichita, Kansas  
 Pamela Turner 8825-22, Overland Park, Kansas  
 Julie Livingston 1796-24, Omaha, Nebraska  
 Melinda Haag 4686-24, Grand Island, Nebraska  
 Shelia J. Hoffer 5140-24, Omaha, Nebraska  
 David Heywood 2975-25, Fort Worth, Texas  
 Amy C. Crow 5213-25, Arlington, Texas  
 Victor T. Martin 6810-25, Hurst, Texas  
 Sheryl E. Blessing 726-28, Westland, Michigan  
 Brian T. Schlueter 1338-28, Toledo, Ohio  
 Lori J. Sallows 3371-28, Adrian, Michigan  
 Ronald E. Spain II 3205-32, Federal Way, Washington  
 John J. Makowski 644417-33, Ridgecrest, California  
 Acela Castro Lopez 2811-34, Xalapa, VER, Mexico  
 John P. Ball 2121-35, Sheboygan, Wisconsin  
 Mary Ledwin Bean 3739-36, Washington, D.C.  
 Sushma Singhal 3797-36, Greenbelt, Maryland  
 Mary Ann Guerra 4493-36, Chevy Chase, Maryland  
 Mabel J. Flowers 5893-36, Washington, D.C.  
 Rhonda N. Baird 7530-36, Washington, D.C.  
 Alfred E. Thompson Jr. 1496-37, Goldsboro, North Carolina  
 Marylou Hairston 5087-38, Princeton, New Jersey  
 Janice M. Coleman 6120-38, Philadelphia, Pennsylvania  
 Jessica C. Musanta 1735-39, Orangevale, California  
 Donald V. Johnson 2695-39, Rancho Cordova, California  
 Scott S. Leonard 1740-40, Dayton, Ohio  
 E. Grace Durgin 1468-45, Augusta, Maine  
 Gordon H. Spurrell 3119-45, Dartmouth, NS, Canada  
 Heather Perkins 3978-45, Halifax, NS, Canada  
 Annette Virginia Giza 5375-45, Halifax, NS, Canada  
 Margaret C. Foster 2413-46, Stony Brook, New York  
 Fiorello Salvo 7733-46, Jersey City, New Jersey  
 Robert A. Prentiss 8345-47, Tallahassee, Florida  
 Dwain F. Marlowe 520-49, Hickam AFB, Hawaii  
 Roy E. Davis 1470-50, Addison, Texas  
 Vickie N. Penney 2146-50, Richardson, Texas  
 Joseph Diaz 3216-50, Dallas, Texas

Sheryl L. Galvan 4015-50, Plano, Texas  
 Max E. Taylor 5509-50, Texarkana, Arkansas  
 Helen Liu 7533-50, Richardson, Texas  
 Linda Sue Pederson 8169-50, Carrollton, Texas  
 Audrey L. Reed 9214-50, Plano, Texas  
 Prapairot Choradol 1635-51, Bangkok, Thailand  
 Swee Kiat Soh 2086-51, Singapore  
 Singh Sarjit 8156-51, Alor Setar, Kedah, Malaysia  
 Carol Cespedes 1277-55, Austin, Texas  
 Martina Tate 3145-56, Stafford, Texas  
 William J. Arnold 2964-58, Columbia, South Carolina  
 Kathleen Wong 6716-60, Toronto, ON, Canada  
 Susan A Dalati 180-61, Ottawa, ON, Canada  
 Robert J. LeBlond 808-61, Ottawa, ON, Canada  
 Jean Pierre L. Kiekens 3200-61, Montreal, QC, Canada  
 Sylvain Auffret 5046-61, Ottawa, ON, Canada  
 Jesse T. Raven 404-62, Grand Rapids, Michigan  
 Kathy M. Martin 3025-62, Kalamazoo, Michigan  
 Rita A. Kohrman 4380-62, Allendale, Michigan  
 Wendy W. Lick 3004-63, Kingsport, Tennessee  
 Doug Small 5049-66, Irvington, Virginia  
 Y.H. Chen 1904-67, Kaohsiung, Taiwan  
 Linda Chiu 5013-67, Taipei, Taiwan  
 Kate Ayres 7222-69, Hervey Bay, QLD, Australia  
 Denise Tomlinson 3827-70, Dee Why, NSW, Australia  
 Cheryl A. White 6975-70, Woden, ACT, Australia  
 Pauline M. Shepherd 7198-70, Guildford, NSW, Australia  
 Malcolm Mc Donald 3103-71, Dublin, Ireland  
 Mary Kehoe 4488-71, Bray, Ireland  
 Finola O'Brien 6255-71, Dublin, Ireland  
 Mieke Wensvoort 7827-72, Mt. Victoria, New Zealand  
 Jacqueline Gullick 1269-73, Dandenong, VIC, Australia  
 Maureen Dosoudil 7006-74, Vanderbijlpark Tvl, South Africa  
 John Ochei 514-79, Ghala, Oman  
 Maisoun Armouti 9342-79, Amman, Jordan

## Anniversaries

JUNE 2004

### 60 YEAR

Golden Empire 270-33, Bakersfield, California  
 Pioneer 272-78, Moorhead, Minnesota

### 55 YEARS

Lake City 748-2, Seattle, Washington  
 Chief Anderson 715-11, Anderson, Indiana  
 Rocky Mountain 739-26, Denver, Colorado  
 Park Ridge 381-30, Park Ridge, Illinois  
 Kamehameha 720-49, Honolulu, Hawaii

### 50 YEARS

San Jose 1577-4, Campbell, California  
 Findlay Old Millstream 1563-28, Findlay, Ohio  
 Doylestown 1540-38, Doylestown, Pennsylvania  
 Seven Hills 1578-40, Cincinnati, Ohio  
 Bow Valley 1494-42, Calgary, AB, Canada  
 Ambitious City 1586-60, Hamilton, ON, Canada

### 45 YEARS

Georgetown 2687-U, Georgetown, Guyana  
 Monroeville 2954-13, Monroeville, Pennsylvania

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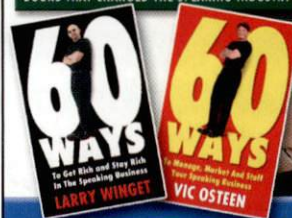
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Sub & Surface 2886-38, Philadelphia, Pennsylvania  
Parkersburg 2891-40, Parkersburg, West Virginia  
Seaway 2959-61, Cornwall, ON, Canada

#### 40 YEARS

Downtowners 3801-26, Denver, Colorado  
Clifton 2664-46, Clifton, New Jersey

#### 35 YEARS

Bien Dicho 696-23, Los Alamos, New Mexico  
Achievers 2903-47, Coral Springs, Florida  
Speak Easy 2832-68, Monroe, Louisiana

#### 30 YEARS

Dana Harbor 1707-F, Dana Point, California  
Tech Corridor 2408-36, Gaithersburg, Maryland  
Paradise Toastmasters on the Ridge 299-39, Pasadena, California  
Beaches Area 2862-47, Jacksonville, Florida  
Clear Lake 43-56, Houston, Texas

#### 25 YEARS

Terra Nova 3995-U, St. Johns, NL, Canada  
Word - Spinners 589-F, South Pasadena, California  
Table Talkers 1246-F, Buena Park, California  
Ballard Speakeasy 3997-2, Seattle, Washington  
Land's End 3976-4, San Francisco, California  
Top Gun 4004-4, Sunnyvale, California  
Foster City 4014-4, Foster City, California  
Greensburg 4021-13, Greensburg, Pennsylvania  
Boeing Achievers 3990-22, Wichita, Kansas  
Kirtland MCS 4013-23, Albuquerque, New Mexico  
Alcott 3981-31, Concord, Massachusetts  
DCMDN 3991-31, Boston, Massachusetts  
Framingham/Natick 3993-31, Framingham, Massachusetts  
Chelmsford 4031-31, Chelmsford, Massachusetts  
Timber Talkers 3986-32, Federal Way, Washington  
Early Risers 4023-33, Las Vegas, Nevada  
Bank of America 3971-37, Charlotte, North Carolina  
Schooner 3978-45, Halifax, NS, Canada  
Hangar 9 3996-55, Brooks AFB Branch, Texas  
Post Oak Persuaders 4037-56, Houston, Texas  
Confidence Builders 3972-57, Concord, California  
Diablo Champagne Breakfast 4027-57, Danville, California  
Florence 7 AM 4019-58, Florence, South Carolina  
Springfield Igniters 3967-63, Springfield, Tennessee  
Speechmasters 4022-63, Knoxville, Tennessee  
Lord Selkirk 3977-64, Selkirk, MB, Canada  
Elmwood Sr. Citizens 4032-64, Winnipeg, MB, Canada  
Dolphin Speakers 3988-68, Gretna, Louisiana  
Cass County 4010-78, West Fargo, North Dakota

#### 20 YEARS

Bay of Islands 5506-U, Corner Brook, NL, Canada  
Dimond Talkers 5560-U, Anchorage, Alaska  
Edmonds 5538-2, Edmonds, Washington  
Emerald City 5562-2, Seattle, Washington  
Speakers in Paradise 5565-3, Phoenix, Arizona  
Village 2340-5, La Jolla, California  
Chamber 5529-5, Escondido, California  
Civil Sayers 5528-5, Rancho Bernardo, California  
Hewlett Packard 5553-5, San Diego, California  
XNSpeakers 5582-6, Minneapolis, Minnesota  
Northern Orators 5584-6, Minneapolis, Minnesota  
Dynamic 5581-11, Indianapolis, Indiana  
Mellon Bank 5592-13, Pittsburgh, Pennsylvania  
Hostess City 5572-14, Savannah, Georgia  
Yakatease 5567-23, Las Cruces, New Mexico  
Wayne 5546-24, Wayne, Nebraska

Airport 5537-25, Grapevine, Texas  
Big T 5590-25, Temple, Texas  
Laramie Morning 5563-26, Laramie, Wyoming  
South Suburban 5534-30, South Holland, Illinois  
All American Speakers 5577-30, Miles, Illinois  
Last Word 5525-31, Burlington, Massachusetts  
Early Risers 5574-31, Worcester, Massachusetts  
Ventura Sunrise 5575-33, Ventura, California  
Command Performers 5586-40, Wright-Patterson AFB, Ohio  
Genesis 5521-46, New York, New York  
Islander 5547-47, Cocoa, Florida  
Twin Cities 5509-50, Texarkana, Arkansas  
Preston Persuaders 5569-50, Plano, Texas  
Nova 5507-52, Panorama City, California  
Distinguished Singles 5515-52, Panorama City, California  
Motivated 5522-52, Sherman Oaks, California  
Agoura-Westlake 5524-52, Westlake Village, California  
Unity 5552-52, Los Angeles, California  
Brazosport 5530-56, Lake Jackson, Texas  
West Austin I 5531-55, Austin, Texas  
Clemson 5540-58, Clemson, South Carolina  
Blue Cross/Blue Shield-TN 5502-63, Chattanooga, Tennessee  
Queanbeyan 5593-70, Queanbeyan, NSW, Australia  
Anaconda Speakeasy 5544-78, Anaconda, Montana

### JULY 2004

#### 70 YEARS

Montebello Realtors 20-F, Montebello, California

#### 65 YEARS

Capital City 142-39, Sacramento, California

#### 55 YEARS

Savannah 705-14, Savannah, Georgia

#### 45 YEARS

Auburn Morning 329-32, Auburn, Washington  
Riverside Breakfast 1348-12, Riverside, California  
Speechmasters 2996-27, Washington, D.C.  
Ephrata 'Cloister' 3011-38, Ephrata, Pennsylvania

#### 40 YEARS

Manama 2916-79, Manama, Bahrain  
Bacchus 3791-15, Magna, Utah  
Freestate 3800-18, Randallstown, Maryland

#### 35 YEARS

Central Penn 2118-38, Hummelstown, Pennsylvania  
Bay Cities 3645-1, Torrance, California

#### 25 YEARS

Enthusiastic Embarkers 4039-12, Corona, California  
Virgin Islands 4040-U, St Thomas, Virgin Islands  
Good Neighbor 4043-8, Columbia, Missouri  
Landmark 4046-35, Wauwatosa, Wisconsin  
Classic City 4048-14, Athens, Georgia

#### 20 YEARS

OC Civic Center Club, 5598-F, Santa Ana, California  
Dorval City 5600-61, Dorval, QC, Canada  
Professor Manuel Jimenez Ramos 5601-34, Puebla, PUE, Mexico  
Central Hawkes Bay 5605-72, Waipukurau, New Zealand  
Sierra Speakers 5610-4, San Francisco, California

T F I 5613-37, Thomasville, North Carolina  
Arlington Rotary 5614-53, Poughkeepsie, New York  
Sweeny 5616-56, Sweeny, Texas  
Colo. Orators League 5618-26, Colorado Springs, Colorado

## Smedley Fund

### Associate

Diamond Club No. 4056-39, in memory of Dan Cudworth  
Michael Schultz and Linda Schultz, In memory of Carl Peterson, CTM  
Karen S. K. Lugo  
JSC Club 3116-56, in memory of Dan Haller  
Honeywell Sunrisers Club No. 5731, in memory of Dan Haller, ATM  
Voice of Many Club 2083, in honor of club founder and friend, William N. Crawford, DTM, Past International Director  
Michael Schultz and Linda Schultz, in memory of Richard Fath, DTM, International Director 1991-93  
Past International President Terry R. Daily, DTM, and Judy Daily, DTM, in memory of Richard Fath, DTM, International Director 1991-93  
Metro Club No. 719, in memory of Jinx Evans

### Contributor

Past International Director Frank L. Slane, DTM, in memory of Gloria June Chronos, DTM  
Challenge Club 3166-16, in memory of Gloria June Chronos, DTM  
Roger Swenson, in memory of Guy Carbone  
District 1 Governor David Bliss, DTM, and Marie Bliss, in memory of Dolores Ponce Soto  
Jack M. Anderson and Lauren A. Anderson, in memory of Neil Ensch  
District 36 Toastmasters, in memory of Walt Miguez, Sal Orochena and Bernie Fridberg  
Joyce Vellutino and Frank Vellutino, in memory of Walter Miguez  
District 57 Governor Michael Notaro, DTM  
Past International President Robert W. Blakeley, DTM, in memory of Richard Fath, DTM, International Director 1991-93  
District 30 Toastmasters, in memory of Gene Lehman, ATM  
Past International President Dobby Dobson, DTM, and Helen Dobson, in memory of Richard Fath, DTM, International Director 1991-93  
Lorraine Wong Myers  
Past International Director Mary Margaret Dockendorff, DTM, in memory of Bill Crawford, DTM, Past International Director  
Minneapolis Club 4533-50, in memory of Gerald Harris

### Contributing Club

Camrose Club 1432-42, in recognition of Camrose Club's 50th Anniversary  
DeKalb Area Club 3190-54, in memory of Dave Wirsing  
TNT Club No. 4533-50, in memory of Gerald Harris  
Norwood Club 3926, in recognition of the club's 5th anniversary  
Wallmasters of Tigard Club 4428-7

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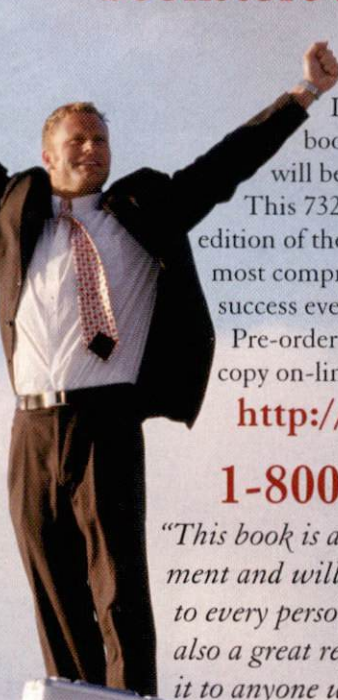
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